Registrar's Portfolio
ANNUAL REPORT 2015

RETHINK. REINVENT.

UNIVERSITY OF JOHANNESBURG

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EXECUTIVE SUMMARY

The Registrar's portfolio consists of the following divisions: (Central) Academic Administration (CAA), the Unit for quality Promotion (UQP), Central Administration, Corporate Governance and the three Health and Wellness units: Occupational Health Practice (OHP), Primary Health Care (PHC) and the Institutional Office for HIV and AIDS (IOHA). The Registrar's Executive Committee (comprising the Heads of the seven units) oversees the governance within the portfolio and meets monthly.

The primary focus of the diverse units which form the Registrar's portfolio is on strategic objectives 4 and 6: An Enriching and Student-Friendly Living and Learning Experience; and Fitness for Global Excellence and Stature. These units contribute to these objectives, on the one hand through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the UJ community; and on the other through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranging from the quality of institutional governance, through the administration of the student life-cycle and the operational quality of support units, to the assurance and promotion of the quality of programmes, faculties, support divisions and even campuses.

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 in these units are contributing research papers to national and, on occasion, international conferences. In short, the work of these units is focused and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of Global Excellence and Stature.

The Registrar's portfolio comprises 137 permanent and fixed term staff, of which 67.2% are from the designated groups. Nine new appointments were made during 2015 of which 88.2% were from the designated groups; and nine members resigned in 2015, including 6 members from the designated groups.

Staff are making use of the various opportunities for staff development, e.g. in-house and external programmes for skills development and participation in conferences. In addition, several staff are engaged in further studies, including master's and doctoral studies.

The entire portfolio is committed to transformation matters and a number of employees serve as transformation facilitators. Two successful "story-telling" workshops were attended by a number of employees from the various units in 2015 to, inter alia, address issues highlighted in the report of the *2014 UJ Climate and Culture Survey*.

Identified risks from the various divisions are taken up in the Registrar's risk register and in high risk findings, ultimately the Institutional risk register. The Registrar's risk register is assessed on a monthly basis at the Registrar's meeting with the heads of the various divisions. The register was revised in light of the 2015 student protest actions, in particular with regards to the potential impact on registration, examination and graduation processes.

The Legal Services Division (comprising two staff members, under Corporate Governance) will be transferred to the Office of the General Counsel from January 2016.

In October 2015, the Language Unit was transferred to the Faculty of Humanities to ensure closer co-operation with the academics in the various Language Departments.

The operational expenditure for 2015 was 96% against the budget of R23 465 190.

The focus in 2016 will be on:
- Further enhancements of systems and processes to improve effectiveness and student-friendliness of our application, selection and registration processes.
- Ensure system readiness for online programme offerings.
- In collaboration with faculties, revise rules that may contribute to barriers in students' progress and drop-out rates.
- Continuation of work pertaining to the evolution of statutory committees.
- Closing the gaps regarding compliance with UJ regulations and policies: enhance awareness, training and monitoring, in the academic and support environments.

In the following, progress and notable achievements as well as some future priorities are reported in summary format per division. More details are provided in the attached reports from the various divisions. The full comprehensive reports from the divisions are attached as Annexures.

ACADEMIC ADMINISTRATION

Applications

The University again promoted the utilisation of the online application system by means of the No Application Fees policy. 87% of applicants applied online as opposed to 11% in 2014 before the No Application Fees policy was implemented. Applicants received an automated response ('acknowledge receipt') within 24 hours after the submission of the application. Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were allowed to select any qualification, the online application system gave applicants an early warning in cases where they did not meet the necessary entrance requirements. This pre-screening of candidates subsequently led to a decline in the number of headcount applicants from 145,556 for 2015 to 121,283 for 2016. A database of unsuccessful applicants was developed to use as a potential pool of applicants in case enrolment targets were not met.

The ID information of applicants was successfully verified electronically, which resulted in increased efficiency and cost saving. Only applicants whose IDs could not be verified, were requested to submit a paper copy.

Registration

A new access card system was launched and approximately 70,000 new access cards were issued to staff and students (including subsidised and CEP programmes). The academic record module on Integrator 3 was enhanced to include the GPA rankings to enable the international conversion of results. A student satisfaction rate of 85% was reached for registration.

Student system upgrade

The student system was successfully upgraded to Integrator version 3 in March 2015, and system downtime was limited to two working days.

Timetables

The Celcat timetable optimisation software which was implemented in 2012, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past three years. The re-optimisation of the assessment timetable for the period 2016 to 2018 was successfully completed for all campuses. Dynamic e-forms were implemented to facilitate timetable change requests.

Academic calendar

A new academic calendar was approved by Senate in 2015 for implementation in 2016. The new calendar has longer open periods in January and in June/July with the purpose to allow for more uninterrupted research time as well as for the offering of support and enrichment programmes to students and for inbound and outbound international studies.

Assessment

The Management of Assessment Mark System (MAMS) was fully implemented in 2015 for semester and year modules. This system has increased the governance regarding marks significantly and a central repository has been established to assist with the early identification of at-risk students. More than 120 training sessions for academic and support staff were offered on all campuses. Numerous enhancements requested by academics were also implemented.

Examination security

The biometric scanning of students in selected assessment venues on all campuses has been implemented. This system verifies the identity of the student and registration data against the student system. The system acts as a deterrent against examination transgressions. To enhance the integrity of assessments further, surveillance cameras were installed in large venues where the layout of the venue inhibits physical invigilation.

Graduations

12,249 students (comparing with 11,666 in 2014) graduated at 59 ceremonies. A student satisfaction rate of 98% (in comparison with 94% in 2014) was reached. Graduation ceremonies were also for the first time broadcasted on YouTube. An Honorary Doctoral Degree in Economics was conferred on Thomas Piketty.

Certification

The main priority was on the enhancement of certification security measures, given that fraudulent higher education documents are on the increase, not only locally, but across the world. UJ partnered with an international secure certification solutions company, which specialises in overt and covert certificate security features, to enhance the University's certificate paper, in order to prevent certificate fraud, to stop counterfeiting and to avoid fraudulent alterations. The new advanced certificate paper incorporates cutting-edge security features such as visible deterrents that are almost impossible to replicate. The unique key features, as recommended by international document security standards, are fused into UJ's certificate paper. In addition, the new UJ certificates incorporate micro-numismatic invisible, ultra violet, anti-tampering technology similar to bank note-level security. UJ's new advanced security certificates preserve the reputation of the institution and the integrity of qualifications. The external auditors performed an annual compliance audit and, as in previous years, no exceptions were recorded.

Disruption of year-end exams due to student unrest

Student unrest occurred on UJ campuses on 22 October due to the #FeesMustFall campaign and the University was closed on Friday 23 October. Academic Calendar activities were postponed by one week which resulted in classes, tests and assessments scheduled for the period 22 to 27 October, being rescheduled from 28 to 30 October. This included the rescheduling of the final summative assessments, which now commenced on 7 November, and the supplementary assessments which commenced on 11 December 2015; and similarly, special assessments in late January 2016. All students were continuously informed of these changes by means of SMS, email and the student portal (uLink). Student protest continued throughout the assessment period and additional security arrangements were active during this period. Student participation in assessments was however close to normal. Students who participated in the unrest were given the opportunity to apply for a deferred assessment, which was written during the supplementary assessment period 7 to 11 December 2015. CEP (whole programme) assessments continued in all on- and off-site assessment venues as initially scheduled.

Large number of late applications/walk-ins

To mitigate the risks related to late applications/walk-ins the University did not allow any physical walk-ins during the week following the release of the Grade 12 results. In 2015 the CLEAR (**C**hoose, **L**earn, **E**arn, **A**pply and

Register) campaign was again implemented, and the dedicated application enquiry system and call centre were further enhanced. Immediately after the release of the NSC results, UJ calculated the final admission status of first and second choice applications as well as declined applicants whose Grade 12 results had improved. All category applicants were informed by means of an SMS of their final admission status. The application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 5 to 9 January 2015 and only card-carrying students were allowed on campus for, amongst others, CEP supplementary assessment sessions.

Leaked assessment paper

A final opportunity assessment paper in the Faculty of Engineering and the Built Environment was leaked in June 2015. The leakage was brought to the attention of the Faculty before the paper was written and a new assessment paper was compiled. The internal auditors of the University, KPMG, were appointed to investigate the incident which led to a disciplinary investigation. An awareness campaign was launched focussing on support and academic staff to highlight the risks related to the compilation, printing and storage of assessment papers in academic departments.

Academic Administration's strategic objectives for 2016

- Turnaround times and student satisfaction rates will be sustained or enhanced.
- *Admission and registrations*: The current successful uses of technologies for selections, registration and security, will be further enhanced to improve, inter alia: selection of undergraduate international applicants and centralised electronic selection of Honours and taught Master's degree students; upgraded call centre and implementation of ONLINE-CHAT text message enquiries for use especially during registration; online registration for mobile devices.
- *Timetables*: re-optimisation of 2017 APK lecturing timetable; full implementation of Dynamic e-forms.
- *Assessment*: further roll-out of biometric scanning during assessments on all campuses; automisation of Varsity Cup credit and performance calculation/evaluation.
- *Graduation*: Sustained student satisfaction rate of 98% for graduation.

UNIT FOR QUALITY PROMOTION

The Unit for quality Promotion UQP focuses on sustaining, supporting and improving the UJ Quality Promotion System within the context of the UJ Strategic Plan 2025. This involves overseeing and facilitating the implementation of different kinds of quality reviews that range from module and programme reviews to faculty and campus reviews, and also reviews of service and support divisions.

Good progress was made with the rollout of further programme reviews during 2015 in line with targets as per the UJ 2025 Strategic Plan. A report on the programme reviews conducted in 2014 was presented to the STLC; individual faculty reports as well as an institutional overview were developed; and key commendations and recommendations with regard to programmes were reported on. The main concerns include curriculum and programme management. A task team is following up on these matters. Two further Faculty reviews were conducted during 2015, and one campus review is underway.

The UQP maintained its strong involvement in the national Quality Enhancement Project. With feedback on UJ's first report received via the DVC Academic, the QEP Task Team (QEPTT) developed a second report which was submitted in December 2015.

The chief risk identified by the UQP in the rollout of UJ's Quality Promotion System is a lack of commitment to the process by some academics, and superficial improvement plans. These risks are being addressed by means of the Quality Discussion Forums, the involvement of members of the QPU as critical readers of reports with provision of feedback, training of review report writers, and the establishment of the Quality Working Group.

The UQP will continue to address the challenges regarding quality raised in 2015 by customising support for the different kinds of reviews, and keeping track of the progress in faculties and in the service and support units. In 2016, a theme-based approach to quality reviews will be developed.

CENTRAL ADMINISTRATION

The success of the UJ Strategic Plan 2025 presupposes an excellent support service which creates a welcoming and caring environment with a strong service orientation for staff, students and visitors. This is the mandate of Central Administration in its several units: Director's Office; Graphics Studio; Language Unit; Postal Services Unit; Study Material Unit and University Secretariat.

Committee governance and University Secretariat

The University Secretariat has been functioning exceptionally well: their rating by the different statutory committees which they service was 5 on a 5-point scale.

In 2015, the Secretariat introduced committee action lists; new performance review instruments for Senate and its committees and for the MEC and its committees; and a quarterly published Senate e-Newsletter as a means of keeping the University community informed about the discussions and decisions of the Senate and its committees.

Following recommendations from the Council Workshop in November 2014, good progress has been made with regards to evolving the structure and functions of Council and its Committees.

As also informed by a self-evaluation in 2014 by a sample of eleven Council members, facilitated by the Institute of Directors SA (IoDSA), the Chairpersons of Council committees, in consultation with the relevant UJ executives, have:
- Amended the charters of the Council committees. The amended charters are aligned with the new committee structures and include the seven cross cutting fiduciary directives: policy, strategy, risk, performance, innovation, sustainability and transformation.
- Developed a Council Committee Annual Performance Plan (CAPP) for the Council committees to monitor progress on a quarterly basis.
- Developed a template for the DV's Quarterly Overview, which is used for the compilation of the quarterly overview reports that serve at the applicable Council committees.
- Revised the Schedule of Business and Agenda of Council committees as informed by the respective CAPPs.

CORPORATE GOVERNANCE

The function of the Corporate Governance Office includes the legislative and compliance framework within Records Management, Corporate Governance (compliance), Legal Services and Contract Management.

Nominations and elections

The amended Policy on Nominations and Elections was approved by Senate and Council. The Policy makes, *inter alia*, provision for the electronic e-ballot voting system. This leads to better governance of nominations and ballots in a secure and confidential environment.

Access to information

Numerous requests for information were handled in compliance with POPI and PAIA. These include close to 5 000 qualification verifications.

Academic regulations and Policy development

An intensive revision of the Academic Regulations was conducted. During 2015, fifty-three policies were developed.

Legal and compliance advice within contract management

Within the environment of contract management and systems, clients were provided with assistance from development stage to signatures. Legal advice on over 500 new contracts was provided. The contracts manual was compiled and a number of training sessions were held on 'contract drafting'.

Records Management

UJ has moved to electronic management of records, by means of an Electronic Document and Records Management System (EDRMS). Technology enhancements implemented in 2015 yielded improved effectiveness and integration of EDRMS with student data, financial and HR systems.

Focus Areas for 2016
- Upgrade of the Electronic Document and Records Management System to ImageNow 7.
- Further implementation of the recommendations from the Records Gap Analysis Report.
- Implementation of POPI throughout the institution in accordance with the POPI Gap Analysis Report.

HEALTH AND WELLNESS

Health and Wellness is managed at UJ through the Occupational Health Practice (OHP) (with a focus on staff); the Primary Healthcare service (focusing on students) and the Institutional Office for HIV and Aids (IOHA). Services are available on all campuses through the Campus Health Service clinics and offices.

The Occupational Health Practice

- *Medical surveillance* of at-risk employee groups was completed at a rate of 135% of the scorecard target.
- *Health Risk Assessments*: for the period, a total of 53 health risk assessments were carried out by the OHP prompted by existing or emerging risk. The completion rate is at 126% compared to the scorecard target.
- *Event medical risk management* was completed for 120 academic and cultural events, showing consistent growth from 44 events in 2011. The UJ software development project by this Practice (in collaboration with ICS) was implemented to facilitate event risk governance at UJ and is perceived to contribute to the enhanced uptake (and associated higher legal compliance rate).
- *Radiation dosimetry* results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation workers at UJ.
- *The annual Influenza campaign* reached 496 employees across all campuses.
- The annual *Movember* campaign aimed at promoting men's health (early detection of prostate cancer) benefitted 65 clients, who each had a complimentary blood test, evaluation and feedback or referral as indicated.
- *Travel medicine and health* is a strongly growing component. Travel medicine, vaccinations, travel medicine bags and receiving travel alerts regarding outbreaks of disease (e.g. the Ebola outbreak) have become entrenched destination risk management practice at UJ. Consultations increased by 160% from 2014 to 2015. Travel risk updates are posted on the Intranet and sent to all UJ Travel Co-ordinators.
- The state of *food safety* at UJ is audited against 90% compliance to HACCP standards. UJ, after steady growth since 2011, achieved an annual average total Food Safety score of 94% in 2015, leading up to a formal Food Safety certification process confirming HACCP compliance for the University.
- *Medical Triage plans* were created to guide medical response to emergencies at all campuses.
- Given the global focus on non-communicable diseases, a *Chronic Disease Programme* was piloted at DFC in March 2015, to assess and offer rehabilitative services to the identified clientele of around 60 – 80 employees with chronic conditions.
- Given the high prevalence and mortality of *TB* among healthcare workers in SA, its implications are grave for UJ healthcare professionals at clinics, Protection Services staff and employees and students conducting experiential work in clinics and hospitals. At the Health Sciences Faculty Board meeting the OHP informed incumbents about the prevalence, infection prevention and control and test fitting of respirators (masks) offered by the OHP.

Focus areas looking ahead
- Zika virus infection and other emerging communicable diseases: Comprehensive monitoring to continue into 2016, including health education, awareness and travel alerts issued to the UJ travelling population.

- National Food Safety certification for UJ: Completion of the National Food Safety certification process for UJ.
- Further refinement of the UJ Qualitative Occupational Health Risk Profile;
- Strong bilateral collaboration with equivalent peers.

Primary Healthcare Service

Clinic performance

The annual utilization of services of 27,474 consultations was similar in comparison with 2014. Of those, 23,981 were with students, 2,335 with UJ staff and 1,075 with contract workers based at UJ. A client satisfaction of 90% was attained.

Reproductive health

77% of clients using the PHC service were for pregnancy prevention, with 2% testing positive for pregnancy and 1% accessing the morning after pill. The trend in figures has remained relatively the same in comparison to 2014.

Needle-stick injuries

Accidental exposure to infectious agents such as HIV or Hepatitis is an inherent risk especially to students in the Health Sciences, and to Clinic staff. In collaboration with the Health Sciences Faculty, an HIV Specialist, is now involved in the management of such injuries.

Health Promotion and campaigns

A series of campaigns was held during the year. February, as reproductive health month, included the STI/ Condom week; March was TB awareness month; April focused on Flu vaccine awareness with 470 students vaccinated at no charge; August addressed gender based violence awareness; and October focused on breast cancer awareness.

Focus areas for 2016

- The completion and occupation of the DFC clinic.
- The Service Level Agreement to be reached with the DOH.
- Continued collaboration with student leadership.

Institutional Office for HIV and AIDS (IOHA)

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for PLHIV (People Living with HIV) within the UJ community. The core operational function include HIV prevention through: sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, care and support for people living with HIV.

- *HIV Counselling and Testing*: IOHA and the campus clinics have collaborated in mobilizing for mass testing as an option to test. Mass testing campaigns were successfully undertaken in March, May and August. A total of 8,093 students and staff were tested compared to 7,442 in 2014; this includes the one mass testing campaign done during the World TB day awareness in March, in collaboration with COJ Health department and Right To Care HIV research unit. The prevalence is at 1.5%, which is below the 3.4% prevalence average for HE in South Africa.
- The condom distribution process at campuses, residences and Campus Health, has been streamlined. 798,000 male condoms were distributed, exceeding the target and 2014 distribution by 371,150 (87%).
- Female condoms (a total of 12,500) were distributed for the first time.
- The Peer Education programme (Link) was expanded.
- Collaboration with faculties, residences and other support divisions improved much in 2015, which resulted in enhanced awareness and prevention programmes regarding Risky Student Behaviour.
- The UJ FM partnership has been strengthened. IOHA has now a weekly permanent slot at UJ FM.
- IOHA's magazine, "Reflections", was issued for the first time in 2015.
- The FADA-IOHA partnership was extended to include a TVET and other partners, namely Sex Workers Education and Advocacy Taskforce (SWEAT), Wits Reproductive Health Institute (WRHI), and I-CARE.
- The target of 85% client satisfaction was exceeded by the 2015 score of 92%.

Focus areas for 2016

- Strengthening of Care and Support through better coordination amongst IOHA, PHC and PsyCaD.
- Improvement of curriculum integration.

REPORTS FROM DIVISIONS

ACADEMIC ADMINISTRATION

OPERATING CONTEXT AND GOVERNANCE

Academic Administration refers to the management and governance of the academic life cycle of the student, from application to graduation. Academic Administration operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The current student data system is Integrator 3 from Adapt IT.

The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of Academic Administration and meets regularly. The following other specialised committees are operational: Admission Committee, Registration Committee, Timetable Committee and Graduation Committee, all chaired by the Registrar. In addition to this, various specialised operational committees exist within Academic Administration to attend to operational matters.

The Director: Academic Administration reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration.

The annual external student data audit is submitted to the Department: Higher Education and Training (DHET) via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination, including Academic Structure, HEMIS Coordinator, Registration Logistics, Student Enrolment Centre, Timetabling, Assessment and Graduations. 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 in accordance with the relevant charters approved by Senex.

RISKS AND MANAGEMENT OF RISKS

A risk-mitigation strategy for academic administration, focusing on the academic life cycle of the student, as developed in 2007, has been continually refined since then.

The risks related to academic administration are governed by Central Academic Administration (CAA) and managed within the faculties, as well as by the academic life cycle-based institutional committees reflected in the overview. The following Academic Administration risks with a possible threat to sustainability in order of impact and importance are listed below. The impact on the institution and the effectiveness of the mitigation strategies are reviewed on an annual basis.

A register reflecting conflict of interests declared by employees (family members registered at UJ) was compiled and applicable internal controls were instated to mitigate risks related to assessment marks on the student data system.

Disruption of year-end exams due to student unrest

Student unrest occurred on campuses on 22 October due to the #FeesMustFall campaign and the University was closed on Friday 23 October. On Monday 26 October, employees resumed normal duties, but academic activities were still suspended due to consultation between Management and student leaders. On 27 October 2015, the SRC signed a Memorandum of Understanding with the Vice-Chancellor on the way forward.

Academic Calendar activities were postponed by one week, which resulted in classes, tests and assessments scheduled for the period 22 to 27 October being rescheduled from 28 to 30 October.

The study break also moved one week later from 31 October to 6 November. The biggest impact of the student unrest was the rescheduling of the final summative assessments, which commenced on 7 November, and the supplementary assessments, which commenced on 11 December 2015. All students were continuously informed of these changes by means of SMS, email and the student portal (uLink). The supplementary assessment marks were published on 14 January 2016 and special assessments for students with maximum two outstanding semester modules to graduate were scheduled in the week of 25 January 2016.

Student protest continued throughout the assessment period and additional security arrangements were active during this period. Student participation in assessments, however, was close to normal. Students who participated in the unrest were given the opportunity to apply for a deferred assessment, which was written during the supplementary assessment period 7 to 11 December 2015. CEP (whole programmes) assessments continued in all on- and off-site assessment venues as initially scheduled.

Large number of late applications/walk-ins

The University of Johannesburg (UJ) has a legacy practice of late applications/walk-ins at all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins, the University decided not to allow any physical walk-ins during the week following the release of the Grade 12 results.

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 them that no walk-ins would be allowed on any campus in January.

For this purpose, the CLEAR Campaign (**C**hoose, **L**earn, **E**arn, **A**pply and **R**egister) was developed. Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was developed for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre.

Immediately after the release of the NSC results, UJ calculated the final admission status of first and second choice applications as well as declined applicants whose Grade 12 results had improved. All category applicants were informed by means of an SMS of their final admission status. The application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 5 to 9 January 2015 and only card-carrying students were allowed on campus for, among others, CEP supplementary assessment sessions.

Leaking of assessment paper

A final opportunity assessment paper of the Department of Mineral and Mining Engineering in the Faculty of Engineering and the Built Environment was leaked in June 2015. The probability that a student obtained a photo image of the assessment paper (pre-final version), which was distributed by means of social media, was investigated. The leakage was brought to the attention of the Faculty before the paper was written and a new assessment paper was compiled. The internal auditors of the University, KPMG, were appointed to investigate the incident, which led to a disciplinary investigation. An awareness campaign was launched focusing on support and academic staff to highlight the risks related to the compilation, printing and storage of assessment papers in academic departments.

STRATEGIC FOCUS AND TARGETS

2015 realisation of goals and targets

Applications

The University again promoted the utilisation of the online application system by means of the No Application Fees policy. A total of 87% of applicants applied online as opposed to 11% in 2014 before the No Application Fees policy was implemented. Applicants received an automated response (acknowledge receipt) within 24 hours after the submission of the application.

Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were allowed to select a qualification for which they did not meet the minimum requirements, the online application system gave applicants an early warning that they did not meet the entrance requirements. The pre-screening of candidates subsequently led to a decline in the number of headcount applicants from 145 556 for 2015 to 121 283 for 2016. A database of unsuccessful applicants was developed to use as a buffer in case enrolment targets were not met.

The ID information of applicants was successfully verified electronically, which resulted in increased efficiency and cost saving. Applicants whose IDs could not be verified, were requested to submit a paper copy.

Registration

A student satisfaction rate of 85% was reached for registration. A new access card system was launched and approximately 70 000 new access cards were issued to staff and students (including subsidised and CEP programmes). The academic record module on Integrator 3 was enhanced to include the GPA rankings to enable the international conversion of results.

Student system upgrade

The student system was successfully upgraded to Integrator Version 3 in March 2015 and system downtime was limited to two working days. The UJ customised software was reviewed for possible replacement by the standard system, but unfortunately only a limited number of UJ customised programmes were included in the new version.

Timetables

The CELCAT timetable optimisation software, which was implemented in 2012, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past three years. The re-optimisation of the assessment timetable for the period 2016 to 2018 was successfully completed for all campuses. Dynamic e-forms were implemented to facilitate timetable change requests.

Assessment

The Management of Assessment Mark System (MAMS) was fully implemented in 2015 for semester and year modules. This system has increased the governance regarding marks significantly and a central repository has been established to assist with the early identification of at-risk students. More than 120 training sessions for academic and support staff were offered on all campuses. Numerous enhancements requested by academics to assist with the management of marks were also implemented.

The biometric scanning of students in selected assessment venues on all campuses has been implemented. This system verifies the identity of the student and registration data against the student system. The system acts as a deterrent against examination transgressions. To enhance the integrity of assessments further, surveillance cameras were installed in large venues where the layout of the venue inhibits physical invigilation.

Graduations

A total of 12 249 students graduated at 59 ceremonies. A student satisfaction rate of 98% was reached. Graduation ceremonies were also broadcast on YouTube. Based on benchmarking with other South African universities, UJ graduation ceremonies were rated as one of the best nationally.

Certification

Enhancement of certification security measures

Fraudulent higher education documents, or fake degrees and diplomas, are not only on the increase locally, but across the world. UJ, recognising the need to increase its security features on certificate paper, partnered with an international secure certification solutions company, Advanced Secure Technologies, which specialises in overt and covert certificate security features, to enhance the University's certificate paper. The aim was to prevent certificate fraud, to stop counterfeiting and to avoid fraudulent alterations.

Educational achievement and its accompanying evidence are used to ensure access to employment. Often, individuals pursue unlawful avenues to obtain a qualification. It is, therefore, not surprising that fake qualifications have become a sought-after commodity, regardless of whether they have been earned or not. UJ's new advanced certificate paper will make the assessing of qualification authenticity easier.

The new advanced certificate paper incorporates cutting-edge security features such as visible deterrents that are almost impossible to replicate. The unique key features, as recommended by international document security standards, are fused into UJ's certificate paper, which students receive upon graduating.

The key features incorporated into the new UJ certificate are:
- unique, controlled paper supply that has a genuine watermark for added security;
- a holographic visual deterrent giving extra protection from dishonest forging;
- UJ branded overprint of the hologram, giving extra protection from illegal counterfeiting;
- individual numbering system for each certificate for auditing and verification;
- a heat reactive spot for instant certificate authentication;
- micro text security border; and
- micro-numismatic invisible, ultra violet, anti-tampering technology similar to banknote-level security.

UJ's new advanced security certificates not only protect the University's certificates from fraud, but also preserve the reputation of the institution and the integrity of qualifications.

The external auditors perform an annual compliance audit and for the past number of years no exceptions were recorded.

2016 STRATEGIC OBJECTIVES PER ACADEMIC ADMINISTRATION LIFE CYCLE

Student Enrolment Centre
- Ensure a selection turnaround time of 15 days including postgraduate and international selections.
- Implement automated selection of undergraduate international applicants.
- Implement a centralised electronic selection of honours and taught master's degree students (if approved by MEC).
- Ensure application satisfaction of 80%.
- Upgrade call centre and implement ONLINE-CHAT text message enquiries for use, especially during registration.
- Develop a separate landing page for Recognition of Prior Learning (RPL), inbound/outbound and postgraduate applications.
- Investigate automated indexing of admission documentation.
- Review quality/efficiency of undergraduate, postgraduate and international, RPL and CEP application process.

Registration
- Develop online registration for mobile devices.
- Ensure student satisfaction rate of 86% for registration.
- Implement qualification verification software (dependent on budget allocations).
- Implement software to issue academic records in the certificate printing process (dependent on budget allocations).
- Investigate alternative student management software service providers, like the Tribal system which could potentially replace ITS in the next 5 to 10 years.

- Adjust academic structure to deal with online programme offerings including numerous intakes.
- Undertake quality review of certification process.

Timetables

- Re-optimise 2017 APK lecturing timetable (subject to necessary staffing).
- Prepare for two assessment sessions (if approved by Senate).
- Publish honours and taught master's degree lectures and assessments in centralised timetable (subject to necessary staffing).
- Develop a centralised test timetable for all campuses (subject to necessary staffing).
- Prepare for the implementation of Roombooker in 2016 (subject to necessary staffing).
- Implement fully Dynamic e-forms (ImageNow for UTC).
- Implement rooming by means of CELCAT for assessments including supplementary assessments.

Assessment

- Undertake further roll-out of biometric scanning during assessments on all campuses.
- Automate Varsity Cup credit and performance calculation/evaluation in collaboration with HEDA.
- Develop and implement electronic workflow for external invigilator payments in collaboration with HR.
- Enhance MAMS system to include log files and optimisation of access.
- Process marks from assessment date to publishing of marks within 12 days.
- Undertake quality review examination process (departmental, faculties and CAA).

Graduation

- Ensure a sustained student satisfaction rate of 98% for graduation.

Student data quality

- Ensure student data quality: no more than 50 HEMIS student data fatal errors.
- Automate postdoctoral database.
- Ensure fewer than 4 000 data warnings (excluding students who did not register the previous year).
- Undertake further roll-out of HEDA data evaluation on CEP.

Academic administration training

- Conduct MAMS re-training of academics and support staff.
- Align Academic Administration training manuals for Integrator 3.
- Implement electronic training assessment (Blackboard) for Academic Administration staff.
- Review local software vs the standard Integrator software.
- Document local software specifications.

EMPLOYEE PROFILE AND STAFF DEVELOPMENT

Of the 68 permanent and fixed term contract staff, 62% are from the designated groups, 73.5% are females and 78% are in the category below the age of 50.

Most of the CAA staff members attended a workshop facilitated by an external group – Isivivane for Change – on 2 December 2015 to promote a better understanding of staff expectations and values and to build mutual trust in UJ values.

A follow-up session with staff within Timetables was facilitated by the HR Business partner, Ms M Mahlangu.

An Academic Administration task team consisting of Academic Administration process and system experts, representative of Central Academic Administration, Faculty Administration and CEP Programmes benchmarked processes with national and African universities and visited selected universities in Singapore and the USA in two groups of five each to benchmark processes with leading international universities. This created an increased awareness of the importance for internationalisation and the distinctive needs of international students.

Approximately 66% of the CAA employees have a three-year and higher qualification. Eight staff members are enrolled for further qualifications.

STAKEHOLDER ENGAGEMENT

The most important internal stakeholder group is the students registered with the University, as well as the applicants. Satisfaction surveys were conducted during registration, assessments and graduation. These survey results were reflected in the cycle reports that also served at the various governance structures.

The outcomes of the surveys compared over a three year-period are provided in the table below.

Table 1: Student satisfaction surveys

Activity	Satisfaction rating (in%)		
Date	2013	2014	2015
Registration	81	85	86
Assessment	87	85	86
Graduation	91	92	98

The Registrar liaised with DHET regarding the submission of HEMIS audit reports and CAA communicated with universities in South Africa on matters related to the Matriculation Board, including the governance related to the National Senior Certificate results and electronic results. PricewaterhouseCoopers was involved in all the external audits conducted for external submissions to DHET as well as other external audits. KPMG conducted the various internal audits. Dippenaar and Reinecke was the official service provider for graduation attire and Gordon Harris the official photographer at graduation ceremonies.

The qualification Verification System (QVS) was the service provider for the verification of qualifications and servicing of alumni when academic transcripts were requested.

Adapt IT, the provider of the student system software, was a strategic partner that supported academic administration, from applications to graduations, and ensured overall student data integrity.

Metrofile was utilised for the storage of assessment answer scripts and the scanning and indexing of all student documentation.

Celcat Software (UK-based company) was utilised for the construction of lecturing and assessment timetables. Adapt IT was the sub-Sahara African Product supporter for Celcat.

IDSC was the provider of the Higher Education data analyser (HEDA). This system provided software for the validation of approximately 400 different data elements. IDSC also provided the Application Rating System (ARS) for the final selection of applicants.

ENVIRONMENTAL SUSTAINIBILITY

An online application system, including the electronic attachment of admission documentation, was available to applicants in addition to the paper application form. The *no fee for online applications* policy was applied to promote the online application system. More than 88% of the approximately 211 000 applications were submitted online. The student system was electronically updated with the Grade 12 results including the IEB results. All ID documents were electronically verified against the Department of Home Affairs database. Final admission statuses were electronically calculated based on the published admission requirements and statuses were communicated to applicants by means of an SMS within two days following the release of the Grade 12 results. The application statuses were also accessible via the UJ webpage. UJ furthermore has an online registration system which is fully integrated, including the real-time validation and governance checks required for registration. The online credit card payment system is linked to the registration system and can be used for fee payments throughout the year. With the online registration system, registration, agreement and coding forms no longer need to be scanned, indexed and stored. All timetables and assessment results can also be accessed on the Student Portal (uLink). The need for paper documentation was subsequently minimised.

CONCLUSION AND WAY FORWARD

Academic Administration reached most of its targets and reached an excellent 86% in the registration student survey and a 98% in the graduation survey. The selection of undergraduate students, including the partially electronic selection of applicants, was conducted successfully. The development of software for the electronic selection of undergraduate international students was developed and will be implemented once the verification of the software has been completed. The risk of walk-in late applications was effectively mitigated by means of an electronic late application enquiry system, also available via mobile devices with Internet access. An extended Call Centre was also available to assist applicants with application enquiries. The triennial re-optimisation of the assessment timetable and the re-optimisation of the lecturing timetable of the Soweto campus were also completed successfully.

Further enhancement of the interface between Celcat and Adapt IT is, however, needed and will be addressed in 2016. The Management of Marks System (MAMS) was successfully implemented in 2015. Further enhancements will be done in 2016. Sustained excellence in data quality was obtained in 2015 and the assessment processes were successfully completed without any major incidences.

A total of 12 249 qualifications were awarded at 59 graduation ceremonies held in February, May and September 2015.

No certification risks were identified/reported during 2015. An annual external audit on certification was also performed in November 2015 and no exceptions were reported.

UNIT FOR QUALITY PROMOTION

OVERVIEW

The goals of the Unit for Quality Promotion (UQP), which are aligned with the University of Johannesburg (UJ) Strategic Objectives Two and Six, are to:

i) provide leadership and support with the implementation of the UJ Strategic Plan 2025 with respect to quality reviews;
ii) sustain, support and improve the UJ Quality Promotion System;
iii) enhance the effective functioning through ethical and good governance of the UQP.

The UQP oversees and facilitates the implementation of different kinds of quality reviews that range from module and programme reviews to faculty and campus reviews, as well as reviews of service and support divisions.

Progress during 2015

Quality reviews in faculties

The following progress (up to the end of December 2015) was made with reviews in faculties:

Table 2: Progress with reference to targets for 2015

Type of review	Target 2015	Completed 2015	Completed 2011-2015
Qualifications: undergraduate	35	17	74
Qualifications: postgraduate	32	59	180
Non-subsidised whole qualifications	2	1	13
Faculty reviews	2	2	6

* 2014 baseline used to calculate %

The UJ Quality Promotion System

As far as the UJ Quality Promotion System is concerned, the following were achieved:

- A report on the programme reviews conducted in 2014 was finalised and presented to the Senate Teaching and Learning Committee (STLC). Individual faculty reports and an institutional overview were developed. Key commendations and recommendations with regard to programmes were reported on. The main concerns include teaching and learning, and curriculum and programme management. The STLC requested a small task team (headed by Prof R Ryan) to discuss follow-up actions.
- Quality reviews conducted in 2015 included the review of research-based master's and doctoral programmes (in two faculties), which focused on the processes underpinning postgraduate study and student success in these programmes; and faculty reviews, which were more strategic in nature and also more forward looking than other reviews. A campus review that focuses on the effectiveness of the management of the campus is in progress. The need for these reviews was identified within UJ and processes for these unique reviews were conceptualised with the UJ context in mind.
- The UQP maintained its sustained and committed participation in UJ committees and structures, i.e. the STLC, Faculty Quality Discussion Forum, Division Quality Discussion Forum, UJ Quality Conferences, Programme Working Group, Quality Working Group, First Year Seminar Committee and the Community Engagement Advisory Board.
- A UJ Quality Conference was hosted on 10-12 June 2015. Keynote speakers were Prof D Grayson (CHE), Prof V Gynnild (Norway), Dr C Selepe (TUT), Dr A van Zyl (UJ) and Ms B Sattar (DUT). About 60 delegates from various South African public and private institutions attended this national conference. Feedback after the conference was very positive. The possibility of hosting this type of conference in future will be investigated.
- The UQP continued its monitoring of and support for the submission of improvement plans and progress reports to the STLC and other committees, according to the reporting lines.
- Benchmarking the UJ Quality system: the UQP contributed to external/national higher education structures, associations and forums, e.g. HEQC, SAAIR, international conferences, GARMIN Group, etc. In February 2015, three UQP delegates attended the Garmin Group – an inter-institutional quality discussion forum. The discussions focused on *Quality Assurance of Short Learning Programmes* and on *Report Writing and the Impact of Reports*. All attendees participated and shared challenges as well as best practices. UQP has since discussed *Quality Manuals* as a possible future tool for quality promotion in service and support divisions.
- Hester Geyser attended a CHE workshop in February. Feedback was given on the national Quality Enhancement Project. She also did a presentation on Faculty Reviews at a CHE workshop in October 2015.
- Quality Enhancement Programme (QEP): The UJ QEP Plan was approved in 2013. UJ submitted its report in 2014. Feedback from the CHE was received via the DVC: Academic. The QEP Task Team (QEPTT) developed a second submission, which was submitted in December 2015.

RISKS AND CHALLENGES

UQP identified the following risks within the quality review processes:

- Lack of commitment to the quality review process by some academics, often Heads of Departments.
- In some instances, superficial improvement plans and lack of commitment to real improvement.

These risks are being addressed by means of the Quality Discussion Forums, the involvement of members of the QPU as critical readers of reports with provision of feedback, training of review report writers, and the establishment of the Quality Working Group. Based on the results from surveys done after the conclusion of reviews and benchmarking with peer institutions, guidelines for developing improvement plans and progress reports were developed.

STRATEGIC FOCUS

One of the UQP's main goals is focused on the implementation of the quality reviews as stated in the *UJ Strategic Plan 2025*, with special reference to the targets for 2020. The UQP goals for 2015 are aligned with the *UJ Strategic Plan 2025* as follows:

Table 3: UQP goals for 2015

UJ objectives and related KPAs and KPIs	UQP goals	UQP objectives: 2015
Objective 2: **Excellence in teaching and learning** Programmes that are regularly quality assured and enhanced	Provide leadership and support with the implementation of the UJ Strategic Plan 2025 w.r.t. programme reviews.	Facilitate and support the review of: • 5 diploma programmes • 9 undergraduate degree programmes • 8 honours and course work Master's programmes • 50 research-based M and D programmes in 2 faculties • 5 non-subsidised whole programmes • 15 modules
Objective 6: **Fitness for global excellence and stature** Satisfaction with support units	Provide leadership and support with the implementation of the UJ Strategic Plan 2025 w.r.t. faculty reviews and reviews of service and support divisions.	Facilitate and support the review of: • 2 faculties • 1 campus (APB) • 4 service and support divisions/units
Objective 6: **Fitness for global excellence and stature** Good governance	Sustain, support and improve the UJ Quality Promotion System.	Sustain, support and improve the UJ quality promotion system w.r.t: • policy reviews • facilitation of the Quality Working Group to monitor and screen the submission of improvement plans to the STLC • benchmarking key elements of the UJ quality reviews with SA and overseas universities to improve the UJ system • sustained and committed participation in UJ committees and structures, i.e. the STLC, UJ Quality Conferences, PWG, WIL Task Team, QEPTT, QWG, FYE committee, Community Engagement Advisory Board • organise at least two Faculty Quality Discussion Forums to discuss relevant institutional quality matters • enhance and support scholarship in quality promotion Facilitate and support the UJ Quality Enhancement Project as part of the HEQC second cycle of institutional reviews Participate in and contribute to national and regional discussion forums and conferences
Objective 6: **Fitness for global excellence and stature** Sustainability & Ethical Compliance & Good governance	Enhance effective functioning through ethical and good governance of the UQP.	Enhance the effective functioning through ethical and good governance of the UQP w.r.t: • performance management to achieve pre-determined objectives • management of vacancies • management of temporary appointments within budget • professional and career development of staff capacity • financial management with a budget variance ot more than 5% • capital expenditure within budget • infrastructure and facilities

EMPLOYEE PROFILE

The UQP consists of five staff members and one student assistant. All five staff members have permanent appointments.

As far as gender is concerned, the UQP staff component (including student-assistants) consists of:

Males: 1 (16.6 %)

Females: 5 (83.3%).

In terms of race, the staff component consists of:

African: 1 (16.6%)

Indian: 1(16.6%)

White: 4 (66.7%).

Both Violet Pienaar and Hester Geyser retired at the end of 2015. Refiloe Kose was appointed as Administrative assistant and the vacancy for Head: Unit for Quality Promotion will be advertised again in 2016.

The UQP organises regular in-house capacity development opportunities for its own staff. Development opportunities external to UJ were also utilised, such as the hosting of the Quality Conference in June.

ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability efforts include full support of UJ's waste management and recycling initiatives by recycling paper, limiting printing to both sides and switching off lights at night. The use of paperless meetings has been cascaded down within the institution and UQP staff members are being encouraged to implement paperless meetings.

CONCLUSION AND THE WAY FORWARD

The following will receive attention in 2016: customising support for the different kinds of reviews (e.g. module reviews, combined programme and departmental reviews, non-subsidised programmes, etc.); and keeping track of the progress in faculties and in the service and support units.

The UQP will remain responsible for the custodianship of the quality review processes and continue to take these forward, in terms of good practice.

CENTRAL ADMINISTRATION

Central Administration comprises the following units:
- Director's Office
- University Secretariat
- Graphic Design Studio
- Language Unit
- Postal Services Unit
- Study Material Unit

Central Administration aims to provide an excellent support service by creating a welcoming and caring environment with a strong service orientation for staff, students and visitors. In this light, the different units within Central Administration strive for alignment with the following UJ strategic objectives:
- Fitness for Global Excellence and Stature;
- National and Global Reputation Management;
- Excellent Student Experience and Support.

The different sub-sections within the directorate have performed admirably and have provided excellent service with regard to committee administration, the collection and distribution of post, the supply of learning material to learners, support to employees in the design and preparation of graphic material, ensuring the efficient use of the Madibeng conference venues and the provision of language services for staff and students by the Language Unit.

A number of peers from other South African universities and selected international universities have visited different units within Central Administration to identify best practice and to hold discussions on governance and other related issues.

DIRECTOR'S OFFICE

The Director's Office ensures the efficient and effective use of the different Madibeng Conference venues, which has resulted in the optimum utilisation of these venues. The improved signposting has made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office also played a significant role during the 59 graduation ceremonies where 12 249 students received their qualifications.

UNIVERSITY SECRETARIAT

The University Secretariat is regarded as a trendsetter in the country regarding committee administration. Their rating by the different statutory committees that they service was 5 on a 5-point scale. The University Secretariat serviced 130 meetings of the following statutory committees in 2015:

- Council and Council Committees;
- Senate and identified Senate Committees;
- MEC and identified MEC Committees;
- Joint committees of the Council and Senate, and the Council and the MEC.

The Secretariat also offers support to employees responsible for committees by assisting with agenda compilation and minute writing sessions upon request.

The University Secretariat introduced the following during 2015:

- Reviewed the schedules of business of the following Council committees: Executive Committee of Council, Audit and Risk Committee of Council, Financial Sustainability Committee of Council, Human Resources and Social Ethics Committee of Council, and the Projects and Resourcing Committee of Council.
- Reviewed the charters of the Council and all of its committees.
- Introduced a quarterly Senate newsletter, which includes highlights of the discussion and decisions of the Senate and its committees.
- Implemented committee action lists, which were forwarded to members within three working days after the conclusion of meetings.
- Implemented new performance review instruments for the Senate and its committees and the MEC and its committees.
- Developed a template for the DVC's Quarterly Overview, which is used for the compilation of the quarterly overview reports that serve at the applicable Council committees.

Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate Committees and MEC and MEC Committees were provided to new members. The University Secretariat also provides agenda packs to the UJ Archives in electronic format (CD), as opposed to the hard copies that are bound in book format.

Within the University Secretariat quality control is an ongoing process with the draft minutes being reviewed for style and content, where required, prior to being submitted to the relevant Chairperson. The quality of submissions is also reviewed and submissions are referred back to the author should they be unclear or not in the prescribed format. By checking the quality and the accuracy of the content of submissions, the Committee Administrators make a valuable contribution towards improving the overall governance of the committees.

The University Secretariat is generally acknowledged as one of the leaders in South Africa, and a number of peer departments have engaged with us on processes and procedures. The annual University Secretariat Managers' meeting was successfully hosted by the UJ on 3 July 2015.

GRAPHIC DESIGN STUDIO

The Graphic Design Studio is the in-house design studio of the University. The Studio's key function is to conceptualise ideas through the integration of text, typography and illustrations in the production of printed and marketing material. The Studio is supplied with "raw" information by the client, which is utilised and transformed to create and design a visually pleasing, printable end product that satisfies the client as well as communicating the intended message.

In 2015, the Graphics Studio completed 734 projects and designed 6 720 items, including brochures, magazines, cover pages, advertisements, conference posters and flyers. This represents a saving of R3 174 910 if the work were to be outsourced.

The Graphics Studio contributes to UJ's Global Excellence and Stature by designing academic and research posters for presentations at National and International Conferences. Marketing material for National and International Conferences were also developed.

LANGUAGE UNIT

The Language Unit is committed to providing well-grounded and high-quality language policy implementation support to the entire University community. It continues to play a crucial role in supporting the University in its implementation of the quadrilingual UJ Language Policy and the general transformation of the University. This it achieves by internal and external collaboration, language development projects, language awareness and language services it offers to both staff and students. The Language Unit envisions the support it offers to the entire University regarding the implementation of the UJ Language Policy as a contribution towards the general cultural transformation of the University. Key to this intent is to use the four UJ official languages and their associative cultures as the cornerstone of creating a uniquely UJ community, distinct from, but co-existing with, the peer institutions, the entire South African community and the world. The inclusion of Sesotho sa Leboa and IsiZulu within the UJ Language Policy expresses the University's genuine commitment towards and respect for the indigenous African languages and their roles: first, by engendering this distinct multilingual UJ community; second, by creating nuanced South African academic, administrative, communicative and marketing practices within the University.

The employees within the Language Unit are involved in a number of collaborations, among others, with Prolingua, the South African Weather Services, the Centre for Legal Terminologies and Stats SA. They are also involved with school projects with Bopanang and the Orlando West Primary schools in Soweto.

In October 2015, the Language Unit was transferred to the Faculty of Humanities to ensure closer co-operation with the academics in the various Language Departments.

POSTAL SERVICES UNIT

The Postal Services Unit strives to ensure efficient, accurate distribution and dispatch of mail for the University on all campuses for both students and staff members. A total of R177 881.00 was spent on mail in 2015, while R3 361 was handled in the form of incoming registration fees. Courier services to the value of R1 795 233.00 were processed.

STUDY MATERIAL UNIT

The Study Material Unit supports the academic projects of the University by ensuring that study materials (interactive CDs, textbooks and learning guides) were distributed to students directly on registration. Learning material is reproduced by means of a tender process that generates meaningful financial savings for the University.

The Study Material Unit underwent an external audit in 2015, after which measures were put in place to mitigate identified risks. New forms and processes were developed and have been implemented effectively to ensure cost-effective printing.

However, the institution has now decided to roll out tablets/notebooks to all undergraduate students within four years, in order to make learning materials available electronically. This will affect the role of the Study Material Unit and staff will be deployed within other sections of the portfolio, where possible.

EMPLOYEE PROFILE

All of the 40 employees within Central Administration are permanent. The equity profile of Central Administration is currently acceptable. Twenty-three (60%) are female and 17 (40%) male. Twenty-eight (69%) of the employees are Black and 16 (31%) are White.

Four of the employees are busy furthering their studies while 16 of the employees have attended the short courses available through the training and development section of HR.

PLANS FOR 2016

Central Administration will maintain its excellent service on all campuses. In particular, the University Secretariat will undertake further benchmarking with leading peer institutions, specifically in Universitas21, in order to identify areas of improvement. In consultation with relevant staff at UJ, means will be identified to improve the security of the electronic agenda packs, and a dedicated web page on the UJ website will be created.

CORPORATE GOVERNANCE

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGE

CORE BUSINESS

The Corporate Governance Division functions within the broader University context and aligns its service delivery with the legislative framework of the Republic of South Africa, the Higher Education Act 101 of 1997 (as amended), and the Institutional Statute of the University of Johannesburg, its vision, mission, values and objectives.

The Division, although diverse in nature, strives towards excellence in delivering a quality service in all of its divisions. Our clients include internal as well as external clients. Corporate Governance also strives to improve our footprint at national and international level.

The functions of the Corporate Governance Division include the legislative and compliance framework within Records Management, Corporate Governance (compliance), Legal Services and Contract Management. The Corporate Governance Division and sub-units have a footprint on all four campuses and are technology driven, which includes internal as well as external systems.

The strategic objectives of the Division are aligned with the following strategic objectives of the University of Johannesburg:
- Fitness for Global Excellence and Stature;
- Excellence in Research and Innovation;
- National and Global Reputation Management.

The functions of the units within the Corporate Governance Division include:

Corporate Governance (Compliance)
- Nominations and elections
- Access to information
- Commissioners of Oaths
- A-regulations
- Policy development
- Senate lists and membership of Senate Committees
- B-BBEE status preparation

Contract Management
- Development of contracts and agreements as well as life-cycle management from development to archiving and destruction.

Legal Services
- Contractual input and negotiations
- Litigation matters from opinions to legislation

Records Management paper and electronic
- Legislative and compliance framework; life-cycle management of records from development to destruction or archiving.

Risk management

Key risks within the Division relate to institutional non-compliance – with the Law of Contract; with legal requirements and best practices relating to HE; and with regard to institutional records management.

MAJOR ACCOMPLISHMENTS DURING 2015

Business Continuity Management

Business Continuity plans and battle boxes procedures were prepared and assessed in March 2015. The first disaster exercise was completed. The target of 100% was met.

Table 4: Risks and mitigation actions

Risk	Mitigation of risks
Non-compliance with Law of Contract	• Training of contract owners. • Stricter compliance measures • Delegation of authority must be adhered to • Noting of risks on the risk register serving at the Risk Management Committee
Institution-wide non-compliance with legislation and best practices (and processes) applicable to higher education that lead to severe reputational and financial risks (CG)	• Awareness presentations and workshops are held throughout UJ to enhance awareness of LS. • Complete legal universe for UJ identified. • Deliver legal opinions which include the expected legal impact. • Ghost Practise implemented. • Intellectual Property breaches identified and actioned. • List of panel of attorneys with a wide field of expertise to service UJ compiled. • Training and awareness campaigns are held throughout the institution to minimize the ignorance of legal compliance. • Various departments are informed of changes in applicable legislation. • Insight and recommendation given aimed at improving processes.
Non-compliance to legislation regarding institutional records management	• Awareness campaigns on RM throughout the institution. • Training during roll-out of projects for paper and electronic records. • Awareness campaigns of POPI. • Classification system in place. Monitoring of retention and disposal of vital records. • Academic records of non-subsidised programmes previously kept by academic departments were sourced, scanned and indexed on the EDRMS. • Gap analysis closing. • Fileplan implementation. • Retention schedule of vital documents. • Classification of documents.

KPMG Compliance Maturity Audit

Corporate Governance was tasked to review the maturity of the UJ Compliance Framework. The primary objective was to assist UJ in assessing and analysing the awareness and maturity of compliance with the following areas as identified by UJ management: Human Resources, Research and Development, Finance, Information Technology, Academic Administration including Corporate Governance, Safety, Health and Wellness and University Secretariat. This included interviews and legal interpretations on specific legislation; departments scoped their own compliance maturity. The KPMG audit report was received by MEC; the way forward on compliance at UJ must be established.

POPI roll-out throughout the institution and PAIA response time

The MEC provided the Corporate Governance Division with a mandate for the full roll-out of the implementation of the Protection of Personal Information (POPI) Act 4 of 2013 within UJ. The Act imposes stringent obligations on UJ pertaining to the collection, storing, processing, sharing, archiving and destroying of personal information and data. This roll-out implied training of all UJ employees, system implementation and handling of all personal information in a secure manner. During 2015, gap analysis workshops were presented and gaps were identified. A final report on the implementation of POPI will be tabled to MEC in April 2016 and the envisaged way forward will be mapped.

The PAIA turnaround time of responses improved from 3 working days to 2 working days.

Implementation of the e-Ballot system for nominations and elections

The e-Ballot system was implemented. The system makes provision for a personalised and branded e-Ballot voting website with the look and feel of our existing website. Voters can now access the nominations and ballots

via laptops with a secure password and username to cast votes or nominate nominees. This leads to better governance of nominations and ballots in a secure and confidential environment. The Policy on Nominations and Elections was amended to include paper and electronic nominations and ballots.

B-BBEE certification

The compilation of all the data and the application for UJ's B-BBEE certificate were completed and the B-BBEE certificate was issued. As the codes for the 2016 B-BBEE certificate had changed, the necessary training was provided to the stakeholders.

General legal advice to UJ stakeholders

Actions instituted and motions launched against UJ were successfully defended and opposed through appointed and monitored attorneys. Colleagues were, where necessary, provided with strategic, written legal opinions and assistance. All progress was noted on the Ghost Practise System, which was implemented in 2015.

Legal and compliance advice within contract management

Within an environment of contract management and systems, clients were provided with assistance from development stage to signatures. Contracts were secured as vital records, with easy access to information to make informed decisions. The Contracts Manual was finalised and two training sessions were presented on how to draft contracts.

Implementation of the recommendations of the Gap Analysis Report

The Gap Analysis Report recommendations were implemented according to the first year plan: this incorporated digital signatures in solutions within workflow; and integrated digital forms and finalisation of the retention schedules of records and classification of document groups in terms of the Promotion of Access to Information Act 2 of 2000 and the Protection of Personal Information Act 4 of 2013.

Environmental sustainability

The Division focused on the roll-out of technology implementations to handle processes and record-keeping electronically as far as possible, and strongly discourages printing of documents. For example, the new e-Ballot system; web-based requests for information; the Electronic Documents and Records Management System (EDRMS).

External collaboration and leadership

Corporate Governance is becoming known for its leadership in records management and hosted benchmarking at UJ for seven other South African universities and some other institutions. In addition, the Legal Practitioners' Forum was hosted at UJ. The Director of Corporate Governance is Chairperson of the ImageNow User Group of South Africa and delivered a paper at the Perceptive Conference in Washington, USA.

EMPLOYEE PROFILE

This Division consists of 11 UJ employees of whom 9 are permanent and two are temporary. 44.4% of the staff are from the designated groups.

Both the Legal Advisors are enrolled for further studies (LLD and LLM) and two employees within the Records Management Department successfully passed their first year examinations in the Certificate and Higher Certificate on Archives and Records Management (HCARM) through UNISA.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Corporate Governance focused on technology implementations to manage records and voting processes electronically as far as possible. Printing is therefore limited and strongly discouraged.

LEADERSHIP

Several colleagues are serving on relevant advisory bodies and ten institutions benchmarked with UJ during 2015 on matters pertaining to Record Management.

FOCUS AREAS FOR 2016

- Upgrade of the Electronic Document and Records Management System to ImageNow 7.
- Further implementation of the Gap Analysis Report in environments where Records Management has been implemented: Implementation of file plan and classification of documents and records; retention schedules in paper and electronic format. This includes the destruction of records per document type.
- Audit for, and establishment of new file plan for Records Management.
- Protection of Personal Information (POPI): Gap Analysis Report to MEC.
- Implementation of POPI throughout the institution in accordance with the POPI Gap Analysis Report.
- Contract drawer clean-up project.

OCCUPATIONAL HEALTH PRACTICE

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Contextual framework

The Health and Wellness Unit within the Registrar's Portfolio is home to the Occupational Health Practice (OHP). It functions alongside its health peers in the Unit, namely Primary Healthcare Service (PHC) and the Institutional Office for HIV and AIDS (IOHA). The OHP is represented on all campuses through the Campus Health Service sites where its model accommodates *both* the OHP and the Primary Healthcare Service.

The OHP was founded in 2004 – with one staff member. Innovative programmes were custom-built to align with legal and institutional demand. The Practice has matured into a comprehensive medical service consisting of a team of nine people. An Occupational Medicine Practitioner is the UJ Clinic's designated medical officer and he visits one day per week. The Radiation Protection Officer (RPO) forms part of this structure and therefore radiation audits and reports are assimilated into the OHP.

Approach

The risk-based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Healthcare and Event Risk Management internally, and with external peers in healthcare, food safety, travel medicine and agencies such as the World Health Organization and the International Commission on Occupational Health.

Clientele

Employees are our principal clientele; however, contractors, students and visitors further may become clients to this Practice in case of injuries on site or exposure to occupational health risks. Legal instruction and programmes, such as occupational health risk assessment, resilience programme, injury management, incapacity assessment, travel health, food safety monitoring and medical surveillance, are therefore intended for the UJ employee.

Governance structures

The Occupational Health Nursing Practitioners, the Occupational Medicine Practitioner, the Radiation Protection Officer and the administrative staff report to the Head: OHP. In turn the HOD reports to the Registrar.

Membership of professional bodies is closely observed to ensure professional accountability and compliance with codes of competence and ethics.

The RPO is a radiation expert (physicist) and he assumes responsibility for acquisition, waste disposal and monitoring of radio-active sources/practices. The RPO is a legal appointment under the Department of Energy if any institution imports, acquires and possesses nuclear material or radiation equipment. Applications to the Department of Health to use radio-active nuclides for research at UJ are facilitated by the RPO, as are any imports of such equipment or sources. This Practice conducts the required radiation medicals to register radiation workers, periodic assessments and continuous monitoring of exposure with the Department of Health. Jointly, radiation incidents and investigations are managed.

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

Quality Management

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

The Occupational Health Committee is governed in accordance with its charter, reporting to the Registrar's portfolio. The head of this Practice is a member of the Graduation Committee and a permanent invitee to the

MEC Risk Management Committee. Participation is upheld in the HIV Monitoring and Evaluation task team where quarterly reports serve as part of the HEPF requirements. The Committees for Persons with Disabilities, Risky Student Behaviour and Wellness are supported, as well as all Campus Forums.

OHP reports serve at the MEC Risk Management Committee, Registrar's exco, MEC, HEPF and the PRCC.

Risks and interventions/initiatives to mitigate risks

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

The seven focus areas of the UJ OH portfolio are indicators of risk assessment and risk control programmes and consist of:
1) Health Risk Assessment (legal mandate)
2) Medical Surveillance (legal mandate)
3) Food Safety monitoring
4) Executive Resilience Programme
5) Event medical risk assessment and resource allocation
6) Medical response to disaster
7) Travel Health governance.

Occupational Health risk is either identified through the planned programme of two-yearly outsourced assessments by Occupational Hygienists or by the UJ OH team during site visits. Emerging risk will, however, be assessed additionally to the annual audit plan – as it arises.

Table 5: Overview of the Occupational Health Risks and Controls

No	Risk	Control	Control action plan
1	Occupational Risks to health present at UJ	Health Risk Assessment	Prioritized risk spaces and practices are audited at legally prescribed intervals.
2	Persons at risk of occupational exposures	Medical Surveillance Programme	Persons are assessed clinically in accordance with the Health Surveillance matrix for exposure effects.
3	Persons at risk of radio-active contamination	Radiation Risk governance	Baseline medical assessment prior to registration as Radiation Worker. Periodic assessments. Dosimetry. Licensing process in collaboration with RPO.
4	Persons at risk of communicable, destination-bound or endemic disease and air travel risk	Travel Health Programme	Pre-travel medical immunizations. Chemo-prophylaxis. Travel first aid kit. Travel advisories issued to UJ population upon receipt of alerts. Notifications of local travel to Netcare911 to ensure dedicated response and stabilization of patients.
5	Food borne Disease outbreaks resulting in acute incapacity and reputational risk	Food Safety auditing programme	Quarterly external auditing; results are interpreted and relayed to Registrar, Campus Directors, Property Management and (every 6 months) to the MEC Risk Management Committee.
6	Medical emergencies and fatalities precipitated by official UJ events	Event medical risk management	Comprehensive event medical risk planning. Netcare911 contracted when indicated; SANS 10366 engaged as guideline to allocate resources. Medical Plan for on-site response. On-site attendance and situation reporting at high risk events. First Aid Rooms equipped and staffed where required. Notification of academic tours to enable remote medical response, stabilizing and transfer of patients as per contract.

7	Disaster medical risk	Triage Plan	Disaster Room equipped and maintained. Basic Life Support training arranged annually for Professional Nurses and medical responders. UJ ambulance equipped and stocked. Emergency room at all clinics equipped with emergency trolleys and protocols written.
8	Outbreaks of communicable disease	Environmental scanning	Clinical Management Guidelines obtained and updated from DOH; distribution to Health Care professionals. Continual risk scanning and interpretation in context. Immunization campaigns. National professional network established. Personal Protective Equipment to UJ Healthcare workers. Post Exposure Prophylaxis to those exposed. UJ Management Plan.
9	Potential delayed response time to medical emergencies at UJ campuses & sports facilities	UJ medical response default plan	Medical response by Protection Services' medical responders and Health Professionals by default. Radio is monitored for response time; control room staff request our assistance when needed. Island Risk Assessment conducted and Risk Action Plan operationalized. Triage plans designed for each campus control room. Netcare911 was informed and shown DFC campus upgrades. First aid room was created and equipped at Perskor building.
10	Confidentiality breach	Confidentiality agreement document	Confidentiality agreements signed by all Occupational Health staff.
11	Siyabuswa task team	Meetings; liaison; contact	Health Risk Assessment completed; advisory provided. SLA includes the campus into the UJ contract with Netcare911 for the next two years: five events per annum will receive medical standby

All identified risk is filtered, contextualized and taken up in the OHP risk register, the Registrar's risk register and in high risk findings, ultimately the Institutional risk register. Acute risk is addressed immediately through memorandums to relevant management structures.

Health risks are submitted to the Registrar, who will place serious risk on the agenda of the MEC Risk Management Committee for noting, actioning or uptake into the Institutional risk register.

SUMMARY OF PERFORMANCE

Sustained excellence

Execution of legal mandates on behalf of the institution:

- *Medical surveillance* of at-risk employee groups was completed at a rate of 135% of the scorecard target. Medical assessments occur in accordance with the Medical Surveillance Plan and include Public Driver Permits, physical assessments, lung function tests, audiometry and blood tests.
- *Health risk assessments*: for the period, a total of 53 health risk assessments were carried out by the OHP prompted by existing or emerging risk. Approved inspection authorities conducted quantitative legal surveys and further risk assessments were shared between the OHP team and Occupational Hygienists. The completion rate was at 126% compared to the scorecard target.
  - *Event medical risk management* was completed for 120 academic and cultural events – consistent growth

from 44 in 2011. The UJ software development project by this Practice was implemented to facilitate event risk governance at UJ and is perceived to contribute to the enhanced uptake (and associated higher legal compliance rate).

– *Radiation dosimetry* results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation workers at UJ.

– The annual *Influenza Campaign* reached 496 employees across all campuses.

– The annual *Movember* Campaign aimed at promoting men's health (early detection of prostate cancer) benefitted 65 clients, who each had a complimentary blood test, evaluation and feedback or referral as indicated. The number is lower than the 128 clients in 2014 due to student unrest in October/November.

– *Travel health* contact is a strongly growing component at the APK, DFC and APB Practice Clinics. Visits doubled in 2013 over 2012 and increased again by 160% from 2014 to 2015. Travel medicine, vaccinations, travel medicine bags and receiving travel alerts regarding outbreaks of disease (e.g. the Ebola outbreak) have become entrenched destination risk management practice for a large number of official travellers at UJ. Travel risk updates are posted on the intranet and sent to all UJ travel coordinators. A gap exists at UJ to provide risk estimations to UJ travellers on safety and security risks associated with their destinations. It is proposed that the respective UJ departments create such risk assessment/alert systems.

– *The state of food safety at UJ* is audited against 90% compliance to hazard analysis and critical control point (HACCP) standards. UJ, after steady growth since 2011, achieved an annual average total food safety score of 94% in 2015, leading up to a formal Food Safety Certification process for the University.

Key/unique contributions towards GES in 2015

• *National Food Safety Certification for UJ*

Following four years of Food Hygiene assessments at UJ food tenants, and given the surpassing of international norms for Food Safety, namely 91% average for UJ in 2014, a level of maturity has been reached. This status prompts certification, which was embarked upon in 2015. The certification for HACCP compliance occurs in alignment with the International Standards Certification.

• *First aid room at Perskor Building*

An area in the Perskor Building has been equipped to serve as a first aid room. This resulted from the emerging risk of the distance to the clinic in case of a medical emergency.

• *Medical triage plans for all campuses*

Medical triage plans were created to guide medical response to emergencies on all campuses. The plans were sent to Protection Services.

• *Event risk management information system development*

A UJ software development project by this Practice in collaboration with the Event Risk Manager and ICS was implemented in July 2015 to facilitate event risk governance and promote safe events at UJ.

• *Chronic disease programme*

Given the global focus on non-communicable diseases, a Chronic Disease Programme was piloted at DFC in March 2015, to assess and offer rehabilitative services to the identified clientele of around 60 to 80 employees with chronic conditions.

• *TB project*

Given the high prevalence and mortality of tuberculosis (TB) among healthcare workers in SA, its implications are grave for UJ healthcare professionals at clinics, Protection Services staff and employees and students conducting experiential work in clinics and hospitals. Prof Andre Swart has been made aware of this risk. At the Faculty Board meeting, the OHP informed incumbents about the prevalence, infection prevention and control and test fitting of respirators (masks) offered by the OHP.

• *Ebola virus disease and other emerging communicable diseases*

Comprehensive monitoring was sustained into 2015. Travel destination risk was assessed and health education, awareness and travel alerts were issued to inform the UJ travelling population. KPMG published an article on Ebola management by UJ.

• *Department of Labour Technical Committee No 7*

The Head of the OHP is leading a legislation re-write project on behalf of the SA Society for Occupational Health Nursing Practitioners (SASOHN) to advise on the consolidation of regulations on chemicals, lead and asbestos.

- Occupational Health Practice: intranet page
  An intranet landing page was designed by the HOD and the policy documents, strategic plans, travel alerts and health promotive information appear on the site.

Key short-, medium- and long-term initiatives in support of the role to enhance the excellence and stature of UJ

Short- and medium-term initiatives

- *Ebola virus disease, Zika virus infection and other emerging communicable diseases*
  Comprehensive monitoring to continue into 2016, including health education, awareness and travel alerts issued to the UJ travelling population.
- *National Food Safety Certification for UJ*
  Following four years of food hygiene assessments at UJ food tenants, and given the surpassing of international norms for Food Safety, namely 94% average for UJ in 2015, a level of maturity has been reached. This status prompts certification, which was embarked upon in 2015. The certification for HACCP compliance occurs in alignment with the International Standards Certification.
- *Doctoral study* by the HOD of the OHP on a model for the use of Hazardous Chemical Substances at HEIs.
- *Publication* on master's study in the academic journal *Occupational Health SA*; articles prepared for *Higher Education News*; potential international presentation at the Medichem Congress in August 2016.
- *Further refinement of the UJ Qualitative Occupational Health Risk Profile.*

Long-term initiatives

- Strong bilateral collaboration with equivalent peers;
- Trendsetting in OHP governance at an HEI.

Areas requiring attention

Poor indoor air quality

Poor *indoor air quality* at FE, FEFS, Robert Sobukwe Halls and ICS at SWC has been a long-standing health risk, causing thermal discomfort, allergic conditions, low mental focus and ultimately poor work performance – a clinical syndrome known as Building-related Illness. Despite several risk assessments and recommendations from this Practice, no improvement has been made. The Optometry Department and technical workshops at DFC have further experienced similar conditions for a long period.

Equivalence in immediate emergency medical response to all campuses

Equivalence in *immediate emergency medical response* to all campuses does not exist optimally at UJ. Not all Protection Services staff members are trained as first aiders or emergency medical responders. This hazard may result in poor response time or inadequate response in terms of life-saving interventions. Given the fact that Protection Services staff members are mostly the first responders to a scene, it is critical that they should be competent *medical* responders as well. The initial assessment/treatment of a medical emergency is decisive, could save lives and protect institutional reputation.

The current procedure is that once an initial assessment is made by the first responder, the professional service provider is called in. This may take up to 30 minutes, during which time the patient could be either brought to the clinic (office hours), or kept on site (after hours) where further critical decisions and clinical monitoring are required.

RECOMMENDATIONS

- Indoor air quality failures at SWC and DFC should be addressed at high level with stakeholders. A very recent survey, conducted by the OHP in November 2015, should provide the nature and scope of indoor air quality risks.
- Two layers of immediate emergency medical response required:

The absolute job requirement for inbound Protection Services applicants should include that they have an accredited and current first aid Level 3 qualification. This proposal was discussed with the Executive Director: Human Resources. Currently, serving Protection Services employees should all be trained and made aware of their role. Occupational Safety commenced with the project by training 22 Protection Services employees at APK, APB and DFC.

The ultimate proposal is to have qualified, currently registered paramedics on site at all control rooms 24 hours a day – one Intermediate Life Support paramedic with a response vehicle per campus. Such a proposal is being prepared.

CONCLUSION

The professional, committed effort by the small OHP team has yielded a rewarding return. Exceeding its targets across all indicators, it presented UJ with an annual performance result that absorbed occupational health risk potential by anticipation, recognition and control.

PRIMARY HEALTHCARE SERVICE

OPERATING CONTEXT

The function of the Primary Healthcare (PHC) Service is guided by the Charter for PHC and operates under the Core Standards for Primary Healthcare as directed by the National Department of Health (NDoH).

A PHC service is available at all four campuses and comprises Primary Healthcare Nurse Practitioners, administrative assistants and HIV/AIDS counsellors. At least two nurses are available at each clinic. A medical doctor is employed on a sessional basis and is available on specific days at each campus. The clinic primarily focuses on student health but due to the uniqueness of our environment, staff, contractors and visitors are attended to when in need.

The services offered are mainly: primary healthcare, HIV counselling and testing, family planning/reproductive health, health promotion, travel health and event medical risk assessment for sporting events at UJ. The Yellow Fever licence is valid and operational as it is a requirement for the establishment of a travel clinic.

The services are offered free of charge, except for those pertaining to non-essential health monitoring such as cholesterol and blood glucose monitoring. Essential drugs are provided by the Department of Health (DOH) as part of the PHC standard treatment guidelines. The use of Netcare 911 services is done in relation to medical risk assessment and the planning according to Safety at Sports and Recreational Events Act regulations.

The manager is a member of several committees, chairs the PHC Committee and is a member of the Executive Committee of the HIV/AIDS Committee.

STRATEGIC OBJECTIVES

UJ's Strategic Objective Four, the provision of *"An Enriching Student-friendly Learning and Living Experience"* is the guiding principle for the Primary Healthcare Service. This is realised by providing excellent healthcare service to patients. Among other important objectives and the areas of focus for the year ahead are health promotion, establishing an Internet web page, collaborating with student leadership and societies, concluding the new clinic at DFC and developing a Service Level Agreement with the Department of Health.

RISK MANAGEMENT

The Unit's inherent risk is the accidental exposure to infectious agents, such as HIV or Hepatitis by patients, staff and students through needle-stick injuries. This has been mitigated by the policy that outlines the procedure to

follow should such an injury occur. Blood tests that need to be taken and anti-retroviral medicines are provided for in the clinic. This risk affects mainly students who are in the Health Sciences and the clinic staff due to the nature of their work. The management of such is in place and has been up-scaled by involving an HIV Specialist, Dr K Mahomed based at Garden City Clinic. This was done in collaboration with the Faculty of Health Sciences.

PERFORMANCE OF THE CLINICS

Performance of the clinics in the focus areas has been successful despite a few challenges. The annual utilisation of services was **27 474** consultations. Of those, **23 981** were with students, **2 335** with UJ staff and **1 075** with contract workers based at UJ. There has been a notable decline in the number of consultations, in comparison to 2014 and the years prior. This is attributed mainly to the campaign for cervical cancer screening that took place in 2015. It takes longer than a standard consultation to perform the procedure. The Pap smear screening had a total of 535 clients tested, with 8 being referred for further tests as they showed abnormal results.

Reproductive health

This was the most widely used facility on all campuses, with APK (with its high number of students) having a nurse who focuses only on family planning. Of the clients using the service, 77% were for pregnancy prevention, with 2% testing positive for pregnancy and 1% accessing the morning after pill. Referral for termination of pregnancy (TOP) was done via PsyCaD for counselling, with a total of 110 referrals in 2015. The challenge remains the 13% who were diagnosed with sexually transmitted infections. Treatment was available and measures to prevent recurrence were in place, with patients encouraged to bring in their partners so as to treat the disease and avoid re-infection by the untreated partner. The trend in figures has remained relatively the same in comparison to 2014.

HIV counselling and testing

The clinic tested 3 781 clients with 56 of them testing positive. This figure included the one mass testing campaign that was done during the World TB Day Awareness in March, in collaboration with the City of Johannesburg Health Department and Right To Care HIV Research Unit. The prevalence was at 1,5% and this was below the 3,4% in higher education in South Africa. A decline of almost 2% in HCT was identified at the clinic. This may be attributable to the mass testing campaigns facilitated by IOHA and supported by the clinic. Collaboration with IOHA has been instrumental in mobilising for mass testing as an option to test.

Travel health

A total of 78 clients, who were UJ students, consulted with the clinic and none reported back with an illness from their trips. Information on serious diseases was posted on the uLink to alert travellers of the risks and the affected areas.

Health promotion and campaigns

The year commenced with February as Reproductive Health Month, which included the STI/Condom Week. It was held in collaboration with IOHA, with UJFM announcing the activities and providing the entertainment. March was TB Awareness Month; April focused on Flu Vaccine Awareness with 470 students vaccinated free of charge. August focused on gender-based violence awareness in collaboration with internal stakeholders, i.e. the Library, Student Affairs, IOHA and PsyCaD; and with the external *Kwanele Enuf* organisation, which focuses on sexual violence issues. The last campaign for the year was Breast Cancer Awareness in October where the clinic staff and residence students joined the iThemba Walkathon held annually near the University.

First Year Experience (FYE) participation

Participation in FYE took place in collaboration with IOHA, and most faculties invited the Clinic to make presentations. The format was a video presentation to which students appeared to relate well. A YouTube video has been prepared to be used in the 2016 orientation period.

Medical support for UJ Sport events

The medical risk assessment and medical support were provided by the PHC at 46 events.

Client satisfaction

An average of 90% was achieved, surpassing the target of 85%, which can largely be attributed to availability of resources and staff to provide the service.

EMPLOYEE PROFILE

The manager and 8 PHC Nurse Practitioners (PHCNPs) are on permanent appointments. The manager is an African female; six PHCNPs are African, one Indian and one Coloured. 7 PHCNPs are female and 1 is male. The service makes use of Unique Nursing Service agency to source nurses when there is additional capacity needed.

The five administrative assistants are female; with one being Coloured and four Africans. All administrative assistants are on permanent positions except one who is on a three year contract.

All PHCNPs are qualified in a specialized field of Primary Health Care with a dispensing license and all staff are encouraged to improve on their professional skills. Two PHCNPs are currently enrolled for a master's degree in the Nursing Department of UJ. One PHCNP received her MCur degree in Community Health Nursing in 2015.

STAKEHOLDER COLLABORATION

Higher Education Sector's HIV and AIDS Programme (HEAIDS) has facilitated discussion with the Department of Health (DOH) in order to get commitment to support student health at universities. This is the platform for the development of a formal agreement or service level agreement with universities. The manager was elected chairperson for the newly formed Community of Practice for Campus Health under the auspices of HEAIDS. UJ hosted the first quarterly meeting of the South African Association for Campus Health Services (SAACHS) and the manager was invited as guest speaker at the annual conference to be held in January 2016.

A Gender Based Violence campaign was held in collaboration with the Library, Student Affairs and IOHA. This resulted in a benchmarking exercise on invitation by the Wits University's Gender Equity Office under the Vice Chancellor's direct reporting line. Lessons learnt was to have further investigation and collaboration within UJ to mitigate and respond to the GBV issues that affect both staff and students.

Benchmarking with other institutions is done on a continuous basis. Similarly, the PHC frequently hosts institutions for benchmarking visits with UJ.

LOOKING AHEAD

In conclusion, the major areas of focus in the Unit for 2016 are to be: the construction and occupation of the DFC Clinic, the Service Level Agreement to be reached with the DOH; maintain the client satisfaction survey at 85% and adverse events at 0%; and the continuation of operational functions to provide excellent PHC service to students.

INSTITUTIONAL OFFICE FOR HIV AND AIDS

OPERATING CONTEXT

The Institutional Office for HIV and AIDS (IOHA), located on all four campuses, coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for People Living with HIV (PLHIV) within the UJ community.

The core operational function includes HIV prevention and promotion of sexual health by addressing social drivers to the spread of HIV and AIDS, including risky student behavior, peer education, community engagement, mass HIV counselling and testing, promotion of human rights issues for marginalised groups such as LGBTI and PLHIV, and care and support for people living with HIV.

To further support a coordinated institutional HIV/AIDS response, UJ has appointed a an HIV/AIDS Committee, which fulfils a coordination role in accordance with the HESA HEAIDS Strategy 2012 and functions within the legal and management framework of the University of Johannesburg. The University's HIV/AIDS Committee meets quarterly and formulates and monitors the University's HIV and AIDS strategy. IOHA serves as a member on the HIV/AIDS Committee.

KEY ACHIEVEMENTS DURING 2015

- Mass testing campaigns were successfully done in March, May and August. In line with the strategy to create a testing culture among UJ community, a partnership was established with a Muslim NGO: MAP (Muslim Association Program), which is funded by the Department of Health (DOH), to do a pilot two-day weekly testing at APK since May and at SWC since July. A total of 8 093 students and staff were tested compared to 7 442 in 2014.
- The condom distribution process at campuses, residences and Campus Health, has been streamlined. A total of 798 000 male condoms were distributed, which exceeded the 2014 target and distribution by 371 150 (87%). Female condoms were distributed for the first time in 2015. A total of 12 500 were distributed.
- The Peer Education Programme (LINK programme) was expanded to include an appreciation certificate on completion. In 2015, around 120 students joined the programme, with 86 remaining active in the programme by year end. Peer educators initiated several residence engagements, provided an active citizenship workshop to second-year FEFS students, conducted sustainable community engagement with I-Care in Brixton and Carl Sithole Children's Home in Soweto, and participated in the 'Do it Right' campaign on all four campuses.
- Collaboration with faculties, residences and other support divisions (Student Affairs, Library, Campus Health and residences) improved much in 2015, which resulted in enhanced awareness and prevention programmes regarding risky student behaviour.
- IOHA participated in regular events and awareness campaigns during the year: First Year Experience; Sexual Health Awareness Month in February; World TB Day in March; May Care Month; UJ Man Up Programme in July; the IOHA High Tea in August; a book discussion in partnership with UJ Library; and World AIDS Day in September.
- The UJFM partnership has been strengthened (IOHA has a weekly permanent slot at UJFM).
- The partnership with UJ strategic marketing strengthened, with assistance given to enable the first-time issue of IOHA's magazine, *Reflections*.
- All IOHA events were advertised on social media. The IOHA website is currently being reworked; the new IOHA Facebook (co-managed by Student Brands) has been rated as innovative, fresh and witty and a great read for the UJ student market.
- An HIV Care and Support Group was strengthened through the use of social media in a closed group, maintained by the group members.
- The FADA-IOHA partnership was extended externally to include a TVET and other partners, namely Sex Workers Education and Advocacy Taskforce (SWEAT), Wits Reproductive Health Institute (WRHI), and I-CARE.
- The target of 85% client satisfaction was exceeded by the 2015 score of 92%.
- The Peer Review Report Improvement Plan was implemented, including the records management process, which is on track; and the IOHA office branding revamp at APK and APB (completed) and DFC (90% complete).
- The Charter of the HIV/AIDS Committee was revised, to allow for a more streamlined composition and a more effective and efficient Committee.

External engagements

- IOHA participated at the first Southern African Regional Students and Youth Conference on Sexual and Reproductive Health, as one of the exhibitors. A proposal was put forward to host the next conference in 2017 as part of African footprint strategy.
- IOHA also participated in the awarded fellowship in stigma reduction through the Human Sciences Research

Council (HSRC) in collaboration with the University of California Los Angeles (UCLA).
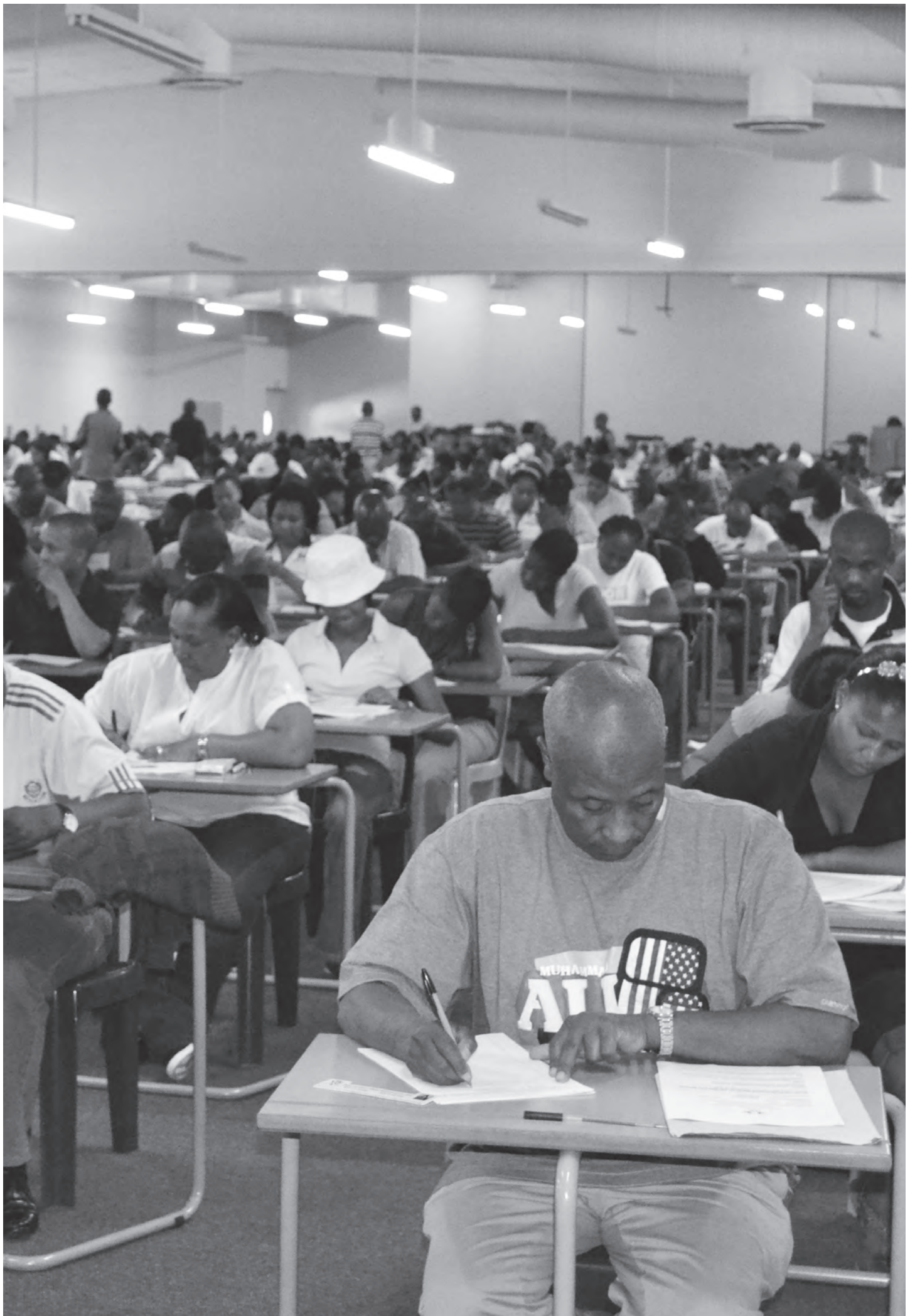
- IOHA was invited to form part of the panel discussion at ASSAf (Academy of Science of South Africa) on Diversity in Human Sexuality: Implications for Policy in Africa.
- Partnering with HEAIDS and UNAIDS to host an international campaign called Pro-Test, that encourages youth to get tested for HIV and other chronic diseases to take control of their lives.

EMPLOYEE PROFILE

Five permanent staff members, all from the designated groups

FOCUS AREAS FOR 2016

- Continued prevention, care and support:
  - Equip and empower UJ students and communities with quality and updated HIV related information through LINK Programme and LINK Network;
  - Facilitate training and workshops at faculty level and at residences to build capacity, engage and upskill students and service staff on social drivers and issues related to HIV and AIDS;
  - Provide biomedical and psycho-social interventions and strategies aimed at preventing HIV, STI and TB transmissions by:
    - providing mass HIV Counselling and Testing (HCT), condom distribution;
    - facilitating individual and group consultations for PLHIV;
- Focus on better coordination between IOHA, PHC and PsyCaD, to further strengthen care and support;
- Improve curriculum integration and set as priority for 2016.

ANNEXURES