



University of Johannesburg

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Our Future  
Reimagined



Stakeholder  
Report

2023

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## Vision, Mission and Values



### Our Vision

To be an international university of choice, anchored in Africa, dynamically shaping the future.



### Our Mission

To inspire our community to transform and serve humanity through innovation and the collaborative pursuit of knowledge



### Our Values



#### Imagination

By harnessing imagination, we **think** independently, **exhibit** ambition and drive, **adopt** entrepreneurial approaches, **develop** a cosmopolitan identity, and **shape the future**.



#### Conversation

In conversation, we **engage** meaningfully with one another, **learn** together from our diversity, **display** mutual respect, make wise decisions collectively, and **lead consultatively**.



#### Regeneration

By regenerating, we **develop** sustainably through creative contribution, **look** inwardly for renewal, **innovate** for the common good, **make** positive change, and **take** advantage of overlooked opportunities.



#### Ethical foundation

In our ethical approach, we **treasure** academic freedom, **seek** balance in the pursuit of knowledge, **face** challenges with courage and earn trust in others, **act** responsibly by being fair, consistent and transparent, and **participate** in and help the community by practicing ubuntu\*.

## Reading reference



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Website link



Clickable link



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- Innovate** for the common good
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- Seek balance** in the pursuit of knowledge
- Face challenges** with courage and earn trust in others
- Act responsibly** by being fair, consistent, and transparent
- Participate** in and help the community by practicing *ubuntu*\*

\***Ubuntu** – humanness in the Nguni languages of southern Africa – means achieving excellence through sharing a way of life with others and caring for their quality of life.

# UJ at a GLANCE



## Our Six Strategic Objectives



Excellence in research and innovation



Excellence in teaching and learning



An international profile for global excellence and stature



Enriching and student-friendly learning and living experience



Active national and global reputation management



Fitness For Global Excellence and Stature (GES)

## Academic Architecture

The **University of Johannesburg (UJ)** is one of the largest residential universities in South Africa, with seven faculties, one college and a business school – operating on four campuses spread across the Johannesburg metropolitan area:



Faculty of Art, Design and Architecture



Faculty of Education



Faculty of Engineering and the Built Environment



Faculty of Humanities



Faculty of Law



Faculty of Health Sciences



Faculty of Science

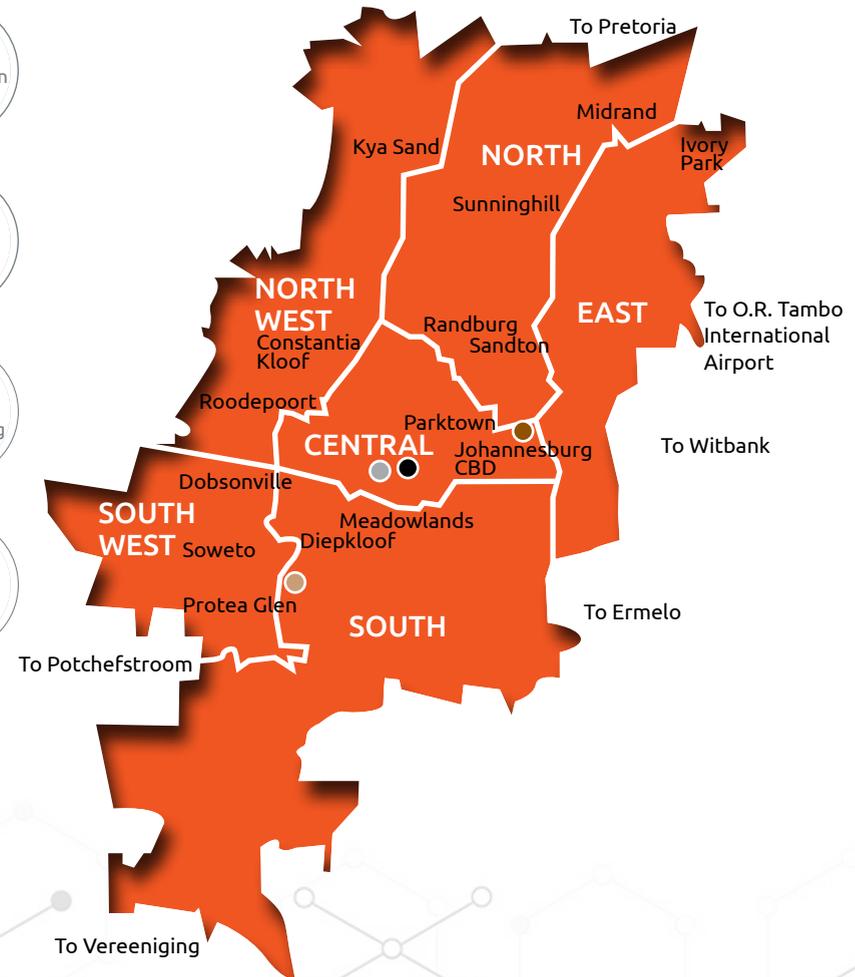


College of Business and Economics



Johannesburg Business School (JBS)

## Campuses

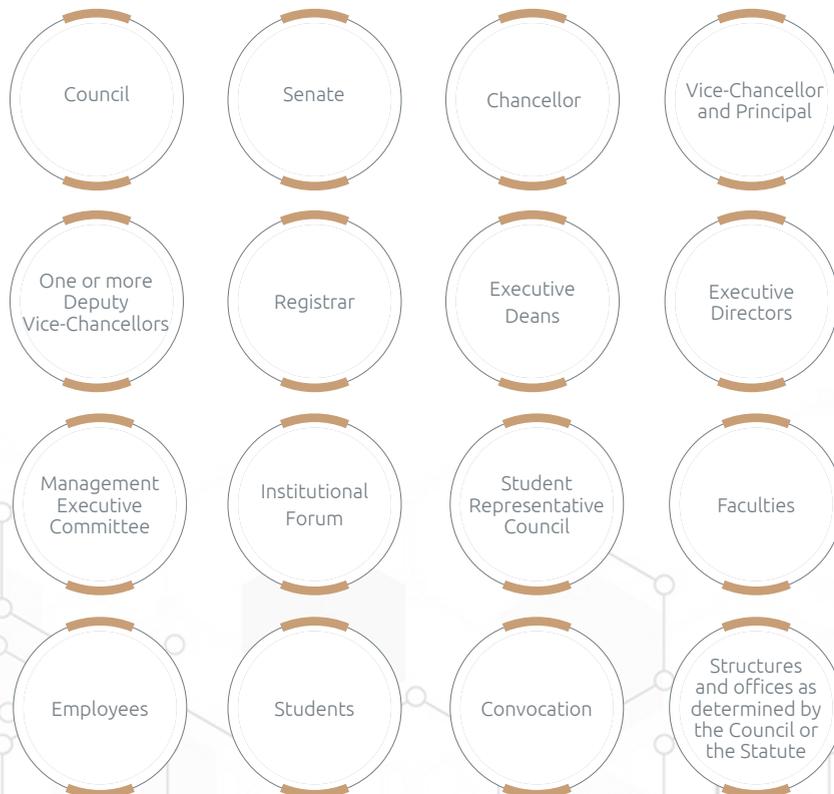


# UJ at a GLANCE



## Governance

The University consists of the:



### Council

- Governs in accordance with:
  - ▲ Higher Education Act 101 of 1997
  - ▲ Institutional Statute
- 13 external members
- 8 internal members

### Senate

- Statutory academic structure
- Accountable to Council
- Key aspects of mandate:
  - ▲ Quality assurance
  - ▲ Monitoring
  - ▲ Evaluation

### Management Executive Committee

The Management Executive Committee (MEC) is at the interface of governance and institutional goals and their operationalisation. Alongside Senate and Council, MEC has an important role in approving the policy framework within which each chartered decision-making body operates.

## Transformation

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

### Institutional culture

- Create culture that is:
- Transforming
  - Pan-African
  - Diverse
  - Caring
  - Values-driven.

### Employment equity

- Ensure representation of South Africa's:
- Population groups
  - Genders
  - People with disabilities

### Staffing and leadership profile

- Ensure that UJ has:
- The right people, with the right skills, in the right jobs at the right time.

### Governance and management

- Systems, procedures, and structures
- Efficiency and effectiveness of:
  - ▲ People
  - ▲ Processes
  - ▲ Systems
  - ▲ Technology

### Teaching, learning and knowledge production

- Decolonisation
- Curriculum reform
- Mode of delivery

### Relationships with students

- Improve services
- Communicate effectively
- Address student hunger

### Financial sustainability

- Secure the financial sustainability of UJ.

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

# UJ at a GLANCE



## Environmental Sustainability

UJ remains dedicated to environmental sustainability, focusing on reducing its carbon footprint. In 2023, the carbon footprint increased by 10.14% due to expanded campus usage, travel, and built areas, but it remains 9.32% lower than in 2019.

Key initiatives include a 29.4% reduction in electrical energy consumption from the 2015 baseline, achieved through solar PV plants, energy-saving LEDs, occupancy sensors, heat

pumps, and increased gas use for water heating. Solar PV capacity continues to expand, with new projects underway. Increased diesel use for backup generators due to Eskom load shedding has led to higher CO<sub>2</sub> emissions, indicating a need for improved energy management.

UJ aims for net zero carbon generation by 2050, continually enhancing energy efficiency and sustainable practices.



### Water management

In 2023, UJ's water consumption increased by 35.9%, mainly due to new buildings and higher campus occupancy. To address water shortages caused by load shedding and infrastructure issues, UJ purchased over 7 million litres of water and saved R15 million by transferring 14.2 million litres between campuses. Despite this rise, water use has decreased by 37.65% compared to 2015, with borehole water now used extensively.



### Waste recycling

In 2023, UJ's recycling rate remained similar to 2022, with a recycling level of 39.3%. Although waste generation increased from the pandemic lows of 2020 and 2021, it has not yet reached pre-pandemic levels. The 2023 recycling rate slightly decreased from 40.25% in 2022.



# Chairperson of Council's REPORT



Chairperson of Council's report

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

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

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



MS XOLISWA KAKANA

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**"We are alarmed by a perceptible increase in staff and student mental wellness issues."**

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

# Chairperson of Council's REPORT



Although led by a supremely capable team under the leadership of Professor Mpedi, UJ is neither immune, nor can the institution insulate itself from the stubborn challenges that roil the South African higher education landscape. Many factors may be outside the purview and control of the University, but they nonetheless have an impact on our core operations. For instance, the country is plagued by electricity and water issues, forcing our institution to make resources available to cover these costs if it is to ensure uninterrupted teaching and learning, and knowledge creation. Furthermore, the tough economic climate has led to a marked reduction in income from government subsidies and student fees, posing an existential threat to higher education institutions.

The recurrent problems that bedevil the National Student Financial Aid Scheme (NSFAS) and rising student debt, are of concern to all institutions of higher learning. The student body

at UJ predominantly hails from disadvantaged communities, with over 60% of our undergraduate students relying exclusively on NSFAS for financial support. It is also worth noting that the NSFAS financial aid often extends far beyond the intended purpose and sometimes supplements the meagre incomes and/or SASSA grants of low-income families. For our part, the University has invested heavily in ensuring student success through contributions to initiatives such as the SRC Trust Fund, the Missing Middle and the Double Our Future Impact campaigns.

The disparity between the large number of students who complete Grade 12 against the severely limited intake capacity of universities and other higher education institutions continues to consume and animate our deliberations as Council members. Rampant crime and the deterioration of city spaces have adverse impacts on our students on- and off-campus.

The emotional and physical well-being of our students, mental health and a conducive environment are prerequisites for academic success and should not be compromised. We are alarmed by a perceptible increase in staff and student mental wellness issues. University management, with guidance and input from experienced mental health professionals, is implementing various interventions and is focusing on finding further such interventions to address and curb this alarming challenge.

Despite these and other challenges, the institution has performed impressively, with effective and prudent financial management, and academic and research successes as detailed in the VC's report. As Council, we have confidence that this positive trajectory will continue and accelerate. On behalf of Council, I extend our sincere appreciation and gratitude to the executive management team, staff, students, and our stakeholders for yet another productive and successful year. Their continued and untiring efforts at turning students

into leaders who play an active role in our society and the world do not go unnoticed.

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

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

**Ms Xoliswa Kakana**

# Vice-Chancellor and Principal's REPORT TO COUNCIL



Institutional performance in terms of the Annual Performance Plans (APPs)

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Growing awareness of UJ's leadership in thought and innovation

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

UJ has indeed achieved remarkable success, but it's important to consider these achievements within the broader context. South Africa faces significant challenges with poverty, inequality, and unemployment, which impact the economic, social, and political landscape. Globally, instability from conflicts and climate change exacerbates these issues. Over the past year, energy and water crises have hindered economic growth, affecting investor confidence and all sectors, including higher education. The lingering effects of COVID-19 continue to impact various sectors.

I have long admired UJ's ability to rise above these challenges and its efforts to improve the lives of our citizens. As Vice-Chancellor, I often reflect on how much more could be achieved if these efforts were strategically underpinned. It has become increasingly clear that societal impact and sustainability are essential for the future role of higher education and are central to UJ's Strategic Plan for the coming decade.

UJ's Strategic Plan 2025 has been instrumental in transforming the university from its inception in 2005 to one of South Africa's leading institutions with a global reputation by 2023. The plan, developed in 2013 and supported by the Global Excellence and Stature Catalytic Plan (GES 1.0), enabled UJ to progress significantly. The subsequent GES 4.0 Plan, focusing on the Fourth Industrial Revolution (4IR), positioned UJ as a trailblazer into the 2020s. By the end of 2023, UJ had established itself as a leader in 4IR, a trajectory accelerated by the COVID-19 pandemic. An increased focus on sustainability complemented this advancement, enhancing UJ's role and reputation in the development of 4IR.



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... now it is time to start reimagining our future – while we build on the achievements of our past.

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

The Strategic Plan 2035 introduces UJ's updated mission and vision, highlighting the values of Impact, Innovation, Inclusivity, and Integrity. It is built around three core themes:

- 1. Societal Impact and Sustainability:** Focused on an African and Global South perspective.
- 2. Global Footprint and Partnerships:** Aims to extend UJ's influence locally and internationally through knowledge networks and diverse collaborations.
- 3. Technology for the Future:** Expands the emphasis on 4IR, ensuring technology use in a people-centred, humane, and ethical manner to support UJ's societal impact and sustainability goals.

2024 will be a year of transition as we work to finalise key performance indicators (KPIs) of various types and embed the Strategic Plan 2035 across the institution, further building involvement of faculties and support divisions, student leaders and Convocation, before the full rollout commences in 2025. Against this context, the following report details our considerable achievements in 2023.

# Vice-Chancellor and Principal's REPORT TO COUNCIL



## Institutional Performance in Terms of the Annual Performance Plan (APP)

The University of Johannesburg (UJ) tracks its achievements through two annual performance plans: the DHET Annual Performance Plan and the UJ Annual Performance Plan (APP). The DHET Annual Performance Plan 2023, required by DHET reporting regulations, sets targets for various indicators, including research and graduate output, which are measured for the previous year (2022) due to finalisation timelines. It emphasises institutional size and shape, derived from the approved enrolment plan, with institutional performance presented separately in the report.

The UJ Annual Performance Plan 2023 aligns with UJ's Strategic Plan 2025 and was approved by the Council in 2022. Its targets are grouped under six major objectives of the Strategic Plan 2025, with corresponding indicators referenced. The report provides 2023 outcomes for all quarters, including narrative explanations. Output indicators like graduate output and research use data from the previous year (n-1), with minimal quarterly changes unless corrections are made. Some indicators, such as the carbon footprint, are measured annually, noted in the relevant KPI text.

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

### Revision to APP

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

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

### Summary results – Targets met



**Total postgraduate outputs (n-1)**  
The target for postgraduate output was set at 3,887. The outcome for the number of 2022 PG graduates in the Fourth quarter of 2023 (n-1) at 4,039 is lower than in the previous year, but above target by 3.9%.



**Number of accredited research units (n-1)**  
The number of accredited outputs for 2022 publications submitted in 2023 is 3,143.73 (rounded to 3,144) units, which is 390.33 units more than the previous year.



**Percentage of permanent and fixed-term academic staff with doctorates**  
The proportion of permanent and fixed-term academic staff with doctorates at the end of the fourth quarter of 2023 reached **59.2%**, exceeding the target by **0.3%**.



**Overall enrolment**  
Enrolment at the end of 2023, at 53,484, was above the enrolment plan headcount target by 1.9%. The ceiling for this indicator is a variation of 2% from the target, thus it is a good outcome.



**Number of published research outputs on 4IR (n)**  
The fourth quarter 2023 figure of **738** is above target by 77.8%, and above the ceiling.



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



**Number of submitted research output units (n-1)**  
The number of 2021 publications submitted in 2022 was **2,819** units, and in 2023, the number of units submitted is **3,241**. This is a significant increase from the previous year of almost 15%. It is also nearly 30% above the target of 2,500.



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

# Vice-Chancellor and Principal's REPORT TO COUNCIL



## International students

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



## Number of awards (national and international) and prestigious recognition

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



## Annual operating surplus/deficit

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



## Council-controlled reserves

The baseline was a projected R3,061 million, while the audited year-end figure for 2022 was higher at R3,163 million. At the end of the fourth quarter of 2023, the audited figure is R3,079 million, which is 10.7% above target.



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

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



## Percentage black permanent and fixed-term academic staff

The baseline of 50.9% was exceeded in the first quarter and was at 53.3% at year-end, which outcome is above target by 2.3%. As a point of reference, the comparable figure was 39.5% in 2016 and has been increasing steadily since.



## Number and percentage of black (SA) associate professors and professors

The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26.5% by 1.1%, and the ceiling by 0.6%, which was a very positive outcome. At the end of 2023, the target of 28.5% was exceeded by 0.9%, and the ceiling by 0.4%.



# Vice-Chancellor and Principal's REPORT TO COUNCIL



## Targets not met



### Undergraduate output (n-1)

In 2023, undergraduate output at 8,089, i.e. graduates that obtained qualifications in 2022, was lower than the previous year, and below target by 743 or 8.4%. Output is relative to enrolment, which fluctuates slightly from year to year, and further investigations have indicated that the declining trend since the high of 10,681 in 2019 is mainly related to the change in the programme qualification mix (PQM), owing to the phasing out of the BTech as a qualification type.



### Percentage students completing three-year UG qualifications, and degrees only, in minimum time (n-1)

The outcome for this indicator is based on data for the 2020 cohort of students registered for three-year qualifications who completed their studies in 2022 (i.e. first registration in 2020). Of this cohort, 38.9% succeeded in completing in regulation time, which is lower than the previous cohort and below target. The outcome for the 2020 cohort, when considering degrees only at 39.2%, was also notably lower than the 44.4% of the previous year.



### Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run in the second semester. The 2023 results for the undergraduate survey indicate an overall satisfaction score of 88.3%, slightly below the target of 90%. At the postgraduate level, the 2023 student satisfaction score is 85.9%, a slight decrease from the 86.5% in 2022 and below the target of 86.8%.



### Number of female associate professors and professors

At 40.6%, the 2023 target of 43% has not been reached, even though the number of female professors and associate professors has increased from 152 in 2022, to 163 at the end of 2023.



### Percentage of international permanent and fixed-term academic staff

At the end of 2023, the percentage of 17.8% is slightly below target (0.2%), although the number of international staff has stayed relatively stable since the second quarter, with only two additions.



### Permanent and fixed-term academic staff by rank (associate professors and professors)

This indicator monitors seniority among the academic staff. While the proportion is lower than the October 2022 baseline, the professoriate has increased by 29. However, the 29.5% proportion is below the target of 32%. It should be noted that the professoriate has been growing steadily since the 250 of 2016 to the current 401.



### Reduction in carbon footprint

With an increase of 10.1%, the carbon footprint was not reduced in 2023 as anticipated.

# Vice-Chancellor and Principal's REPORT TO COUNCIL



## Continued Institutional Approach to Further Develop 4IR Catalytic Initiatives

The past decade at UJ has been shaped by its Global Excellence and Stature (GES) initiatives, launched in 2014 as GES 1.0 and complemented by the GES 4.0 strategy from 2019. These initiatives, aligned with UJ's Strategic Plan 2025, aimed to strengthen academic and research capacity and leadership. A review of GES 4.0 shows its significant impact on UJ's life and work.

Research and Innovation implemented numerous themes and projects. The appointment of visiting academics, distinguished professors, and professors of practice enhanced industry engagement. Continuing education programmes were developed with industry and government, promoting 4IR thinking. Scholarships for postgraduate studies and funding for postdoctoral research in 4IR were provided.

Interdisciplinary projects, often with Universitas 21 network partners, focused on a pan-African approach to 4IR and inclusivity. Joint research centre initiatives prioritised BRICS partnerships, and GES flagship institutes received continued support. The UJInvnt company advanced the intellectual capital platform strategy, while the Technology Transfer Office seeded startups for future work ideation and incubation.

Library upgrades incorporated 4IR technologies. Although the GES 4.0 project officially ended in 2023, some initiatives will continue beyond this date due to COVID-19-related delays.

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

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



Teaching and learning now prioritise a digital student experience with themes like blended and collaborative learning, chatbots, and online SLPs. Notable SLPs include "Introduction to SDGs" and "Introduction to Financial Literacy." The AI module, introduced in 2020, saw 19,383 completions by 2023. The aim is to prepare graduates for the new age.

Infrastructure is key for UJ's competitiveness in the digital/4IR era, focusing on automating processes and campus-wide Wi-Fi access. In 2023, efforts ensured stable electricity during outages, especially in student residences. Sustainable energy initiatives reached a 2MWp solar photovoltaic generation milestone and deployed three electric buses, with plans to increase the number of electric buses and achieve self-sustainability by the mid-2040s.

This report will detail specific achievements of the GES 4.0 project in 2023, highlighting UJ's national leadership in 4IR and its focus on societal impact and sustainability.





PROFESSOR LETLHOKWA MPEDI

## Growing Awareness of UJ Leadership in Thought and Innovation

In 2023, UJ further progressed its position as one of the major South African universities. UJ has demonstrated significant leadership in research output, and increased its position in the Times Higher Education (THE) University Impact Rankings focused on the SDGs. The University ranked in the top 50 globally overall and in the top 100 for seven SDGs. It achieved first place globally for SDG 1: No Poverty and sixth for SDG 8: Decent Work and Economic Growth.

UJ hosts 19 SARCHI Chairs across its faculties and seven research and innovation/ideation chairs, including UNESCO Chairs, SETA Chairs, and a Nedbank Chair. The two newest SARCHI Chairs, awarded in December 2022, began work in January 2023: the Sasol/DSI-NRF SARCHI Chair in Green Hydrogen and the SA-Swiss Bilateral Research Chair in Blockchain Technology. Additionally, two new NRF A ratings brought UJ's total to eight A-rated staff.

Faculty reports highlight the leadership roles of UJ staff in national and international committees. Faculties demonstrate teaching and learning leadership with SLPs on 4IR topics (e.g., Health Sciences, CBE) and FADA's FabLab driving art and design innovation. Curricula updates support Africa-centred transformation and decolonisation.

Innovative pedagogies funded by UJ's Teaching Innovation Fund are published by the Division for Teaching Excellence. In 2023, 13% of DHET submissions focused on the Scholarship of Teaching and Learning (SoTL). Internationally accredited qualifications and programmes in partnership with external universities are increasing. UJ's subject rankings have improved across all systems, with the University ranked first in South Africa for more subjects.

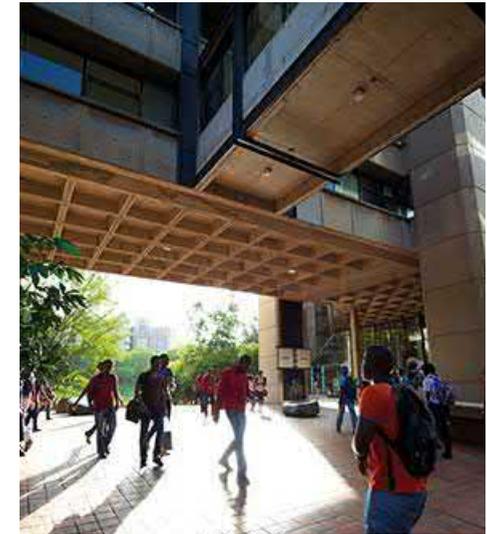


**“UJ has demonstrated significant leadership in research output, and increased its position in the Times Higher Education (THE) University Impact Rankings focused on the SDGs.”**

UJ staff participated in several national Council on Higher Education (CHE) processes, chaired the Task Team on Blended and Online Learning, and served on the National Coordinating Committee for the Enhancement of Academics as Teachers. The DHET-funded national Teaching Advancement at Universities (TAU) Fellowship Programme, coordinated by UJ since its inception, has developed change agents in teaching and learning at all South African HEIs.

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

Additionally, UJ librarians are gaining local and international recognition as thought leaders, consulted on makerspaces, statistical decision-making, and South African archives digitisation and preservation. Mrs Happy Mphahlele joined the CHELSA national data management and library statistics working group, while Prof Maria Frahm-Arp joined the WWIS and EBSCO advisory boards. Delegations from the University of Namibia and the University of the West Indies visited UJ for insights into technological innovations and strategic planning. The 2023 UJ Library conference, titled “Imagining Sustainability,” attracted over 200 in-person and 74 online attendees, highlighting UJ Library's leadership.



The UJ Press, launched in 2021, publishes works on pan-African decolonisation and 4IR issues, contributing to several SDGs. Committed to open access, it ensures publications are available on international platforms. In 2023, UJ Press published 25 manuscripts, surpassing its target of seven, and made a profit of R120,237.92 by the end of September. It collaborates with international publishers such as ATF Press (Australia), Social Sciences Academic Press (China), Professors without Borders (UK), Monthly Review Press (USA), University of Malaya (Malaysia), McGill-Queen's University Press (Canada), and James Curry (UK).

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

UJ's proactive communication strategy increased visibility and publicity, with 555 experts in national media, 214 in global media, 365 opinion articles (many 4IR-related), and over 50 research and innovation stories on radio and TV.

Since 2018, an award-winning brand marketing campaign has positioned UJ as a 4IR thought leader. The new Vice-Chancellor's inauguration aligned internal and external marketing messages with the strategic direction of 4IR + Societal Impact.

The 2023 Beyond Imagining e-zine series focused on AI, exploring technologies, moral implications, and highlighting human traits. The Cloudebate™ format, featuring high-quality livestreams on AI topics, won Gold at the MACE Excellence Awards in 2023. The e-zines are available on the UJ 4IR website.

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

# 2023 HIGHLIGHTS



Global recognition and university rankings

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## Global Recognition and University Rankings

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

best possible teaching and learning opportunities for its staff and students, is important and welcomed.

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

Table 1: Global university rankings outcomes 2019-2023

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

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

### Global rankings

➤ In the **2024 Quacquarelli Symonds (QS) World University Rankings**, released on 27 June 2023, UJ achieved its highest global ranking to date at position 306, up 106 places from the previous year. The university was ranked fourth in both Africa and South Africa. This year's QS rankings introduced a significant methodological overhaul, adding three new metrics on sustainability, employability, and international research networks, and adjusting existing metrics. This change benefitted South

African universities, with UJ rising for the tenth consecutive year, maintaining its record of never declining in these rankings.

➤ In the **2024 Times Higher Education (THE) World University Rankings**, released on 27 September 2023, UJ advanced to the 401-500 band globally, a notable rise from the 601-800 band where it had been ranked since 2016. This represents UJ's highest global ranking to date and marks a significant milestone in its 20-year history. Nationally, UJ improved to fourth place in South Africa.

# 2023 HIGHLIGHTS



- In the **2023-2024 University Ranking by Academic Performance (URAP) World University Ranking**, released on 19 December 2023, UJ broke into the global top 500 for the first time, climbing 70 places from position 537 to its all-time highest position of 467 in the world. UJ also improved its national standing, advancing from sixth to fifth position in South Africa.
- In the **2023 Academic Ranking of World Universities (ARWU), or the Shanghai Ranking**, released on 15 August 2023, UJ ranked in the 501-600 band globally and retained joint fifth place in South Africa.
- In the **2023 Center for World University Rankings (CWUR)**, released on 15 May 2023, UJ achieved its highest-ever global position at 628, ranking in the top 3.1% of universities. It moved up from 629 the previous year and maintained its sixth position in South Africa. Since debuting in 2017 at position 951, UJ has climbed 323 places, marking a consistent improvement each year.
- In the **2023 Ranking Web of Universities, or the Webometrics Ranking of World Universities**, released at the end of July 2023, UJ climbed 51 places from position 663 to its highest ever position of 612 globally, retaining sixth place in South Africa. UJ has not declined once in this ranking, consistently climbing yearly since it first appeared.

- In the **2023 Times Higher Education (THE) Young University Rankings**, released on 3 July 2023, UJ maintained its standing among the top 200 universities in the world under 50 years old, ranked in the 151-200 band.

## Impact and sustainability rankings

- In the **2023 Times Higher Education (THE) Impact Rankings**, UJ climbed 23 places to 46th globally, leading Africa and South Africa. UJ excelled in SDG rankings, achieving 1st in SDG 1 (No poverty) and 6th in SDG 8 (Decent work and economic growth). Overall, UJ was in the global top 100 for seven SDGs, including SDG 4 (Quality education) at 55th and SDG 5 (Gender equality) at 17th.
- In the **2024 QS Sustainability Rankings**, UJ was ranked 239th globally, and placed fourth in Africa and South Africa.

## Regional rankings

- In the inaugural **2023 THE Sub-Saharan Africa University Rankings**, released on 26 June 2023, UJ was ranked second in the region and in South Africa. This new ranking assesses teaching, research, and societal impact, based on university data, bibliometric Scopus data, and student survey results from 20,000 students across 88 universities.

## Subject rankings

The 2023 outcomes for the various subject ranking systems are shown below.

Table 2 : Subject rankings outcomes in 2023

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

- In the 2023 QS World University Rankings by Subject, released on 22 March 2023, UJ ranked in 13 subjects, up from 11 the previous year. Notably:
  - ⚡ Development Studies: Top 100 globally, 3rd in South Africa.
  - ⚡ Hospitality and Leisure Management: 101-150 globally, 2nd in South Africa.
  - ⚡ UJ ranked 2nd in South Africa for Chemistry, Education and Training, Electrical and Electronic Engineering, and \*\*Hospitality and Leisure Management.
- ⚡ UJ debuted in Biological Sciences and Electrical and Electronic Engineering.
- In the 2024 Times Higher Education (THE) World University Rankings by Subject, released on 26 October 2023, UJ ranked in all eleven subjects, with improvements in eight. The university ranked first in South Africa for Business and Economics, Computer Science, Engineering, and Physical Sciences, and second for Education and Psychology.
- In the 2023 ShanghaiRanking Consultancy Global Ranking of Academic Subjects, released on 27 October 2023, UJ ranked in 14 subjects, up from ten the previous year. The university's top performer, Hospitality and Tourism Management, ranked sixth globally and first in Africa and South Africa. UJ was first in South Africa for eight subjects and second for four. The university also debuted in five subjects: Business Administration, Economics, Electrical and Electronic Engineering, Food Science and Technology, and Pharmacy and Pharmaceutical Sciences.

# Academic TEACHING and LEARNING



Teaching and learning policies

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Organisational responsibilities and governance

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Performance in the teaching and learning domain 2023

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Division for teaching excellence

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Centre for Academic Planning and Quality Promotion

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The University of Johannesburg's (UJ) Strategic Plan 2025 emphasises six objectives, with Strategic Objective Two focused on excellence in teaching and learning. This involves enhancing UJ's reputation by providing quality higher education to a diverse student body. Curriculum renewal ensures programmes are relevant to South Africa's socio-economic context and prepare graduates for the Fourth Industrial Revolution (4IR). UJ offers a range of academic programmes, from undergraduate diplomas to doctoral qualifications, all informed by its growing research output and a strong emphasis on the scholarship of teaching and learning.

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“UJ offers a range of academic programmes, from undergraduate diplomas to doctoral qualifications...”

## Teaching and Learning Policies

The UJ Teaching and Learning Policy (2016, revised 2021) aims to uphold the University's strategic goal of teaching and learning excellence. It aligns with UJ's vision and mission to shape the future and inspire transformation through innovation and collaborative knowledge pursuit. The policy

**In 2023, UJ's teaching and learning activities continued to advance the following aims:**

- To provide intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century.
- To achieve pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process.
- To foster outstanding achievements across our diverse student body.
- To maintain a steady overall enrolment capped at approximately 53,000 students, with an increasing proportion of postgraduates, significant proportions of international students and students from Quintile 1 and 2 schools.
- To apply a continuous and intense focus on student success, on reducing dropout and increasing the programme throughput rate.

guides all teaching and learning activities to meet this commitment, addressing decision-making, institutional capacity, curriculum development, academic professional development, and student success. Other relevant UJ policies and regulatory documents also support this domain.



# Academic TEACHING and LEARNING



## Organisational Responsibilities and Governance

The Deputy Vice-Chancellor (DVC): Academic oversees teaching and learning, supported by three divisions: Academic Development and Support, Teaching Excellence, and Institutional Planning, Evaluation and Monitoring.

The DVC: Research and Internationalisation (R&I) manages postgraduate studies, internationalisation, and the library, aided by the Executive Director: UJ Libraries, the Senior Director: Postgraduate School, and the Senior Director: Internationalisation.

The Registrar ensures governance and quality in academic administration, overseeing the student lifecycle from application to graduation, including registration, programme structure, academic rules, and related committees.

### Senate and Senate Committees

Senate and Senate Committees are responsible for the governance related to academic programme delivery. Senate consists of the members of the Management Executive Committee, executive deans, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), heads of academic schools (who are not otherwise professors), heads of academic departments (who are not otherwise professors), two members of the Student Representative Council and invited members as determined by Senate. The Vice-Chancellor and Principal is the Chairperson of Senate.

Three of the Senate Committees are pertinent to teaching and learning, namely the Senate Executive Committee, the Senate Higher Degrees Committee, and the Senate Teaching and Learning Committee.

### Academic architecture

The following academic college, faculty and school structures are operational:

- College of Business and Economics (CBE)
- Faculty of Art, Design and Architecture (FADA)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science
- Johannesburg Business School (JBS)

The academic programmes together with a number of online programmes, mostly at master's level, are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC).

## Performance in the Teaching and Learning Domain 2023

In the teaching and learning domain, the Strategic Plan 2025 monitors enrolment targets, relevant programme and curriculum development, international collaboration, student achievement through various success and output indicators, graduate employability, and scholarly output on teaching and learning.

### 2023 enrolment monitoring

In 2023, the goals underpinning the enrolment plan were to stabilise undergraduate enrolments, keep distance enrolments around the 2% mark, achieve a total headcount of 52,470, achieve a UG:PG ratio of 76.9:23.1, and a CESM distribution of 33.9% for SET and 38.6% for Business and Management.

The University performed outstandingly in terms of enrolment in 2023 at both the undergraduate and postgraduate levels. This may partly be attributed to an earlier start to the academic year than most tertiary institutions in the country, which allowed the University to attract many potential students at an early stage, as well as agile responses to external challenges related to student financial aid.

Overall, the University's headcount of 53,484 was 1.9% above target, which is within the 2% deviation allowed for by DHET. Undergraduate degree headcount enrolments were 744 (2.6%) above target, while the undergraduate diploma headcount was slightly below target, i.e. by 36 headcounts, or 0.2%.

Postgraduate enrolment at 12,422 was slightly above the target of 12,156, such that the proportion of undergraduate to postgraduate shifted in line with strategic intentions to a better-than-target of 76.8:23.2.

The PG below master's headcount was 7 headcounts above target at 4,880, while the master's headcount was 8 headcounts above target at 5,400. There was significant growth year-on-year in the doctoral category of 223, or 12%, and this was above target by 2.2%.

In terms of CESM distribution, SET accounted for 34.3% of the enrolment, Business and Management for 38.6%, Education for 9%, and Humanities for 18.1%.

The overall quality of the student intake in 2023 was also higher, given that the number of first-time entering students with an APS  $\geq 35$  (including Life Orientation) increased from 6,058 to 7,172 to reach 69.3%, and the number qualifying for the UJenius Club in the senior years also increased. The UJenius Club is a Vice-Chancellor's initiative to acknowledge outstanding academic performance by undergraduate students and to offer members additional opportunities for intellectual and professional development.

### Initiatives to support the strategic objectives in teaching and learning

Since 2019, UJ has seen significant growth in new academic initiatives advancing 4IR, continuing education programmes, and teaching and learning innovations using technology, with 246 initiatives launched. In 2023, fostering innovation in teaching and learning remained central, incorporating lessons from pandemic-era remote learning into a blended approach.

By the end of 2023, 19,383 students had completed the online Artificial Intelligence in the 4IR module since its inception in 2020, and nearly 40,000 had completed the African Insights module. Two new MOOCs, one on the Sustainability Development Goals and another on financial literacy titled "Be Money Wise," gained traction. Further information is available in the Academic Development and Support section.

### Student success

In 2023, UJ saw significant improvements in student success metrics. Undergraduate module success rose to 88.1%, exceeding the 2023 target of 85.5% and up from 84.6% in 2022. The completion rate for three-year undergraduate qualifications reached 41.6% for the 2021 cohort, surpassing the 39% target and improving from 38.9% for the 2020 cohort. The completion rate for three-year degree programmes was 42.4%, above the 39.5% target and up from 39.2% in 2020. The undergraduate dropout rate was stable at 10.5% for the 2022 cohort, similar to the 10.2% rate for 2021. Graduate output totalled 8,819, surpassing the target of 8,520 and increasing from 8,089 in 2022.

# Academic TEACHING and LEARNING



Table 3: Key student performance indicators

Strategic Plan Key Performance Indicators <sup>(3)</sup>		Academic Year							
		2018	2019	2020	2021	2022		2023	
		Actual <sup>(1)</sup>				Target	Actual <sup>(1)</sup>	Target	Actual <sup>(2)</sup>
KPI 33	UG module success rate(n-1) (%)	85.7%	85.6%	85.8%	89.2%	87.5%	84.6%	85.5%	88.1%
KPI 34	UG dropout rate in year 2 (n: n-1 cohort) (%)	13%	12.2%	11%	11.9%	12%	10.2%	11.5%	10.5%
KPI 35	a. Percentage mainstream students completing three-year UG qualifications in minimum time (n-1: n-3 cohort) (%)	38.2%	38.8%	40.2%	42.5%	44.6%	38.9%	39%	41.6%
	b. Percentage mainstream students completing three-year UG degrees only in minimum time (n-1: n-3 cohort) (%)	40.9%	41.5%	41.5%	43.4%	44.4%	39.2%	39.5%	42.4%
KPI 36	a. Total graduation rate (n-1) (%)	25.8%	27.1%	27.9%	26.9%	26.4%	23.6%	24.1%	23.8%
	b. Total graduate output (n-1) (#)	13,004	13,724	14,099	13,035	13,371	12,128	12,869	12,751
KPI 38	a. UG graduation rate (n-1) (%)	23.5%	25.4%	25.9%	24.5%	24.5%	23.6%	21.3%	23.8%
	b. UG graduate output (n-1) (#)	9,969	10,566	10,681	9,458	9,739	8,089	8,520	8,819
KPI 39	Number of UG students qualifying for UJenius Club				1,493	1,500	1,766	2,000	2,058

<sup>(1)</sup> Audited HEMIS data.

<sup>(2)</sup> Student data including graduate output numbers are still in the process of being finalised.

<sup>(3)</sup> KPI numbering and KPI description as per UJ Strategic Plan 2025 for 2023.

Figure 1: Undergraduate module success rates 2014-2023

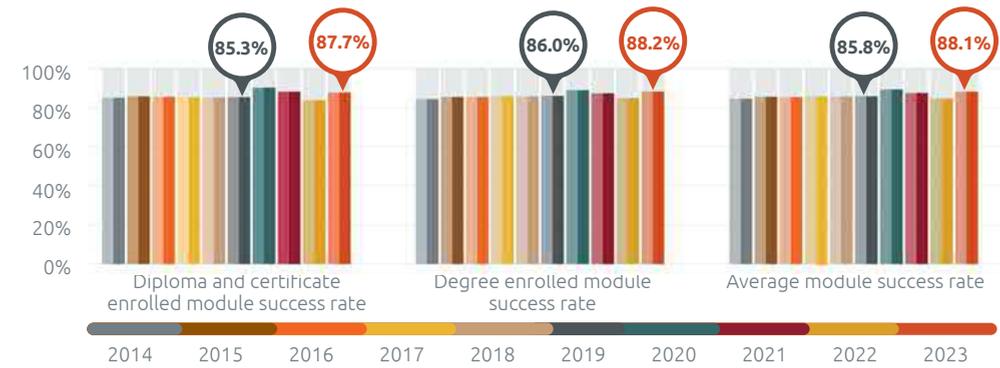


Figure 2: Module success rates of first-time entering students 2014-2023

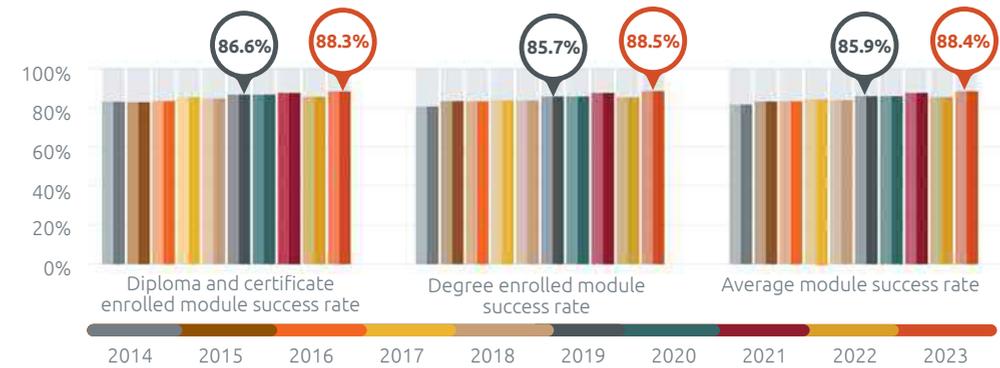
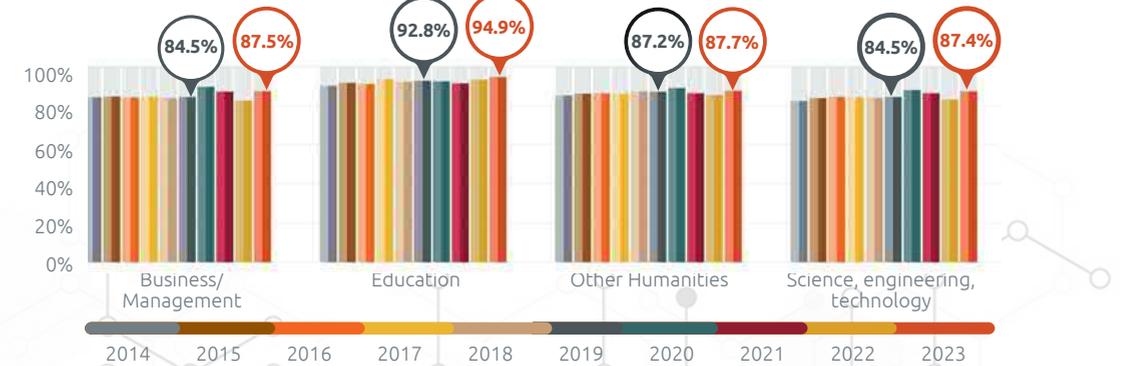


Figure 3: Undergraduate module success rates per CESM 2014-2023



# Academic TEACHING and LEARNING



Figure 4: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023

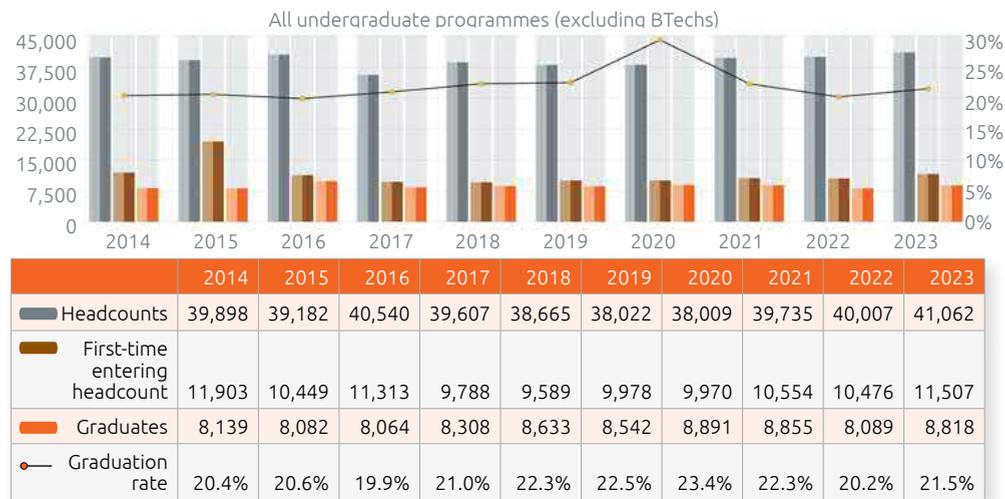


Figure 5: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023



Figure 6: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023

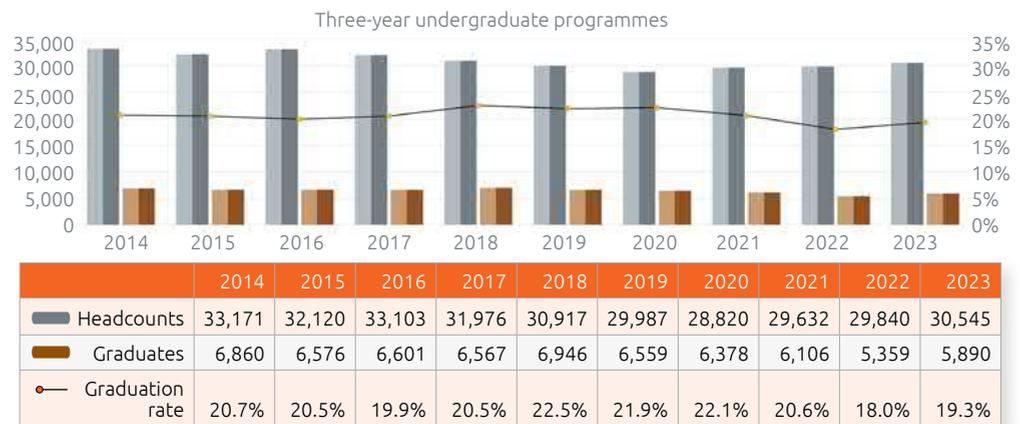
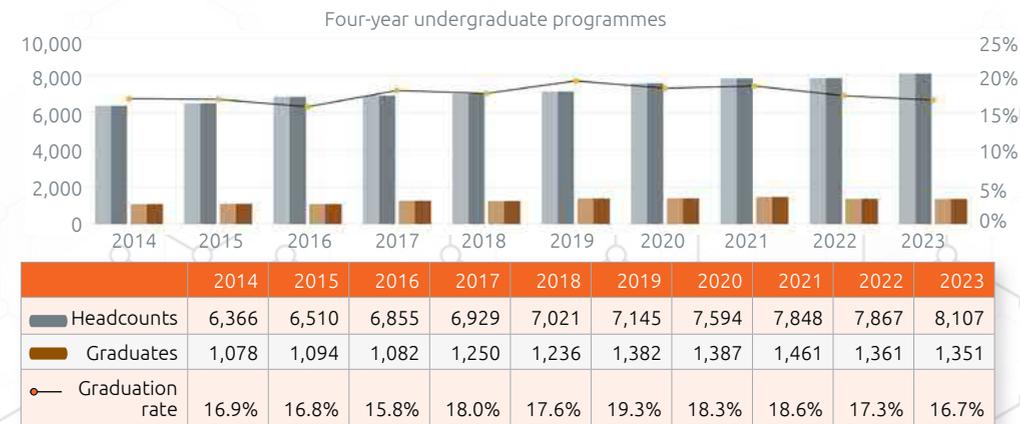


Figure 7: Undergraduate headcounts, graduate outputs and graduation rates 2014-2023



# Academic TEACHING and LEARNING



Figure 8: Undergraduate graduate outputs per CESM 2014-2023

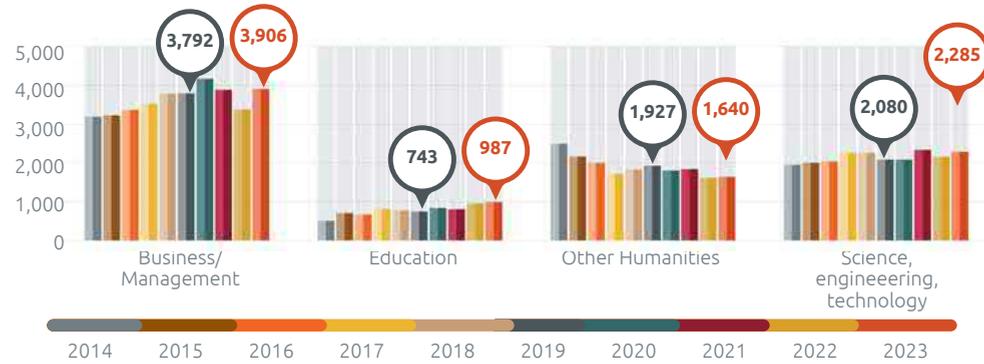
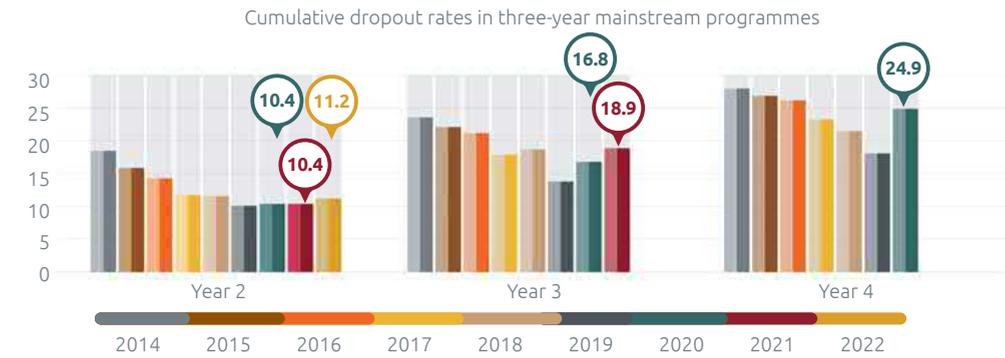


Figure 9: Cumulative completion rates for three-year mainstream undergraduate programmes: 2012-2020 cohorts



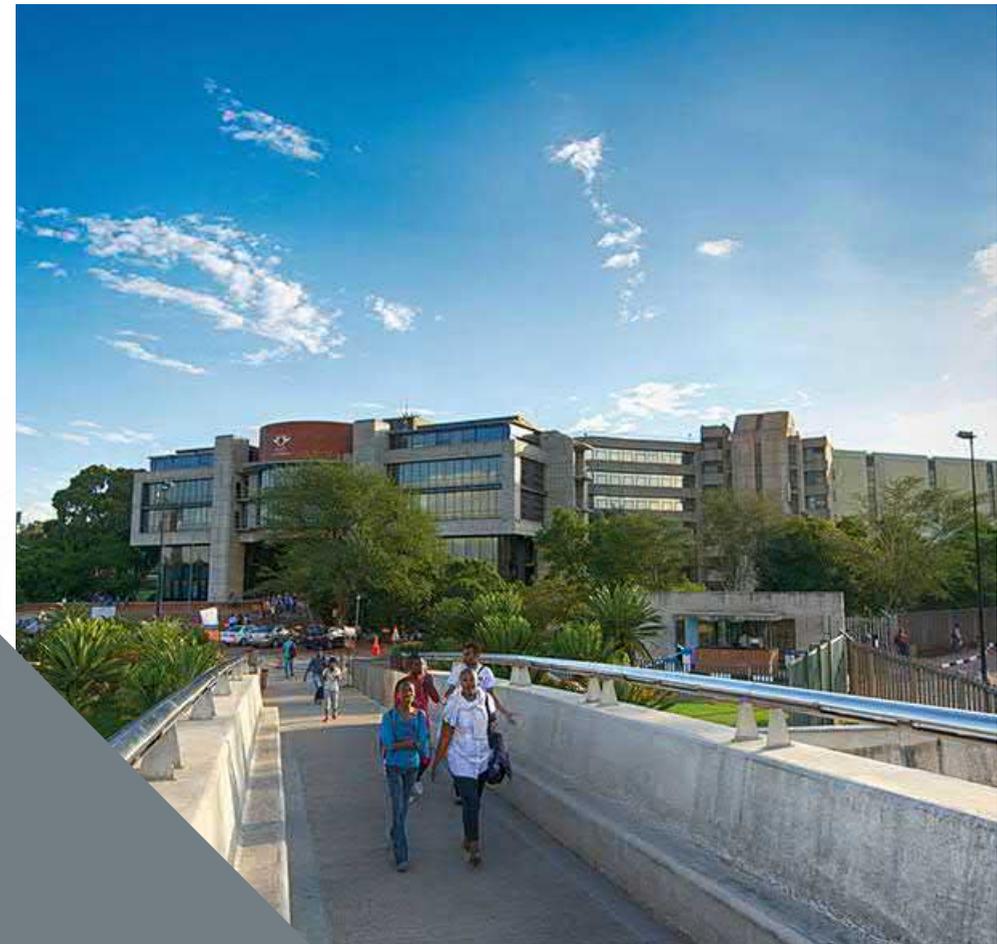
Figure 10: Cumulative undergraduate dropout rates: 2013-2022 cohorts



## Conclusion

The above figures have indicated that 2023 had mixed results in terms of student success, and it may well be that the legacy of the COVID-19 pandemic is in evidence in indicators such as the throughput of the 2020 cohort as reported in 2023. The average undergraduate module success rate dipped to 83.7% for 2022, but the preliminary 2023 results at 8.4%, which will be reported in 2024, indicate improvement in this area.

The Division of Academic Development and Support (ADS), the Division for Teaching Excellence (DTE), and the Division for Institutional Planning, Evaluation and Moderation (DIPEM) each makes, in a variety of ways, a substantial contribution to the academic teaching and learning project and to the success of our students.



# Academic TEACHING and LEARNING



The Division of Academic Development and Support (ADS) is dedicated to various initiatives to support and enhance an enriching academic experience for undergraduate students at the University of Johannesburg (UJ). Our primary focus is reducing dropout rates and improving the module pass and degree throughput rates. ADS is committed to implementing cutting-edge initiatives, encompassing psychosocial support to enrich students' environments, academic interventions to maximise learning opportunities, and the innovative integration of educational technologies. Our overarching aspiration is to emerge as a national leader among teaching and learning student support divisions. The collective institutional objective of the ADS centres is to nurture confident and passionate graduates, distinguished intellectuals, professionals, ethical and responsible citizens, and innovators.

## Centre for Academic Technologies

The Centre for Academic Technologies (CAT) at UJ supports teaching and learning by providing advanced technologies and necessary training for students and staff. In 2023, CAT's orientation initiatives helped first-time students navigate various learning modes. From 25 January to 3 February, staff hosted three daily online pre-orientation sessions on Blackboard Collaborate and face-to-face sessions from 6 to 10 February. Students learned to use the Blackboard LMS, submit assignments, and communicate online. They were also introduced to uLink, UJ's single sign-on portal. Over 8,500 students participated in these sessions. CAT continued to offer basic computer skills and Microsoft Office training during the first semester, attended by 1,198 students. Additionally, an online Learning with Technology module guided 14,500 students on using Blackboard.

In 2023, the Centre for Academic Technologies (CAT) enhanced student support through a helpdesk using the OsTicketing system, addressing 11,479 queries related to Blackboard, technical issues, and general concerns. CAT also expanded its laptop rollout project to include students in extended degrees. A total of 2,218 entry-level laptops were distributed to NSFAS and missing middle students, and 1,386 laptops were given to extended degree students, with higher-spec models provided to those in the Faculty of Engineering and the Built Environment. This initiative highlights UJ's commitment to providing equitable access to technology for academic success.

In 2023, UJ allocated R10.5 million for e-textbooks, using the funds to provide 9,150 students with access to resources through the miEbooks application from ITSi Funda. CAT also supported over 1,000 teaching staff through 83 events and addressed nearly 13,700 staff queries about the LMS and blended learning.

In late 2023, UJ transitioned from Blackboard to Moodle. The Switch to Moodle campaign facilitated this change, with 4,500 modules migrated by early December. Staff training started in October, engaging nearly 1,000 members through departmental visits and over 1,200 through Moodle training sessions. By mid-December, about 3,050 lecturers had access to Moodle. A self-paced course, "Teaching with Moodle," was created to aid lecturers.

For students, CAT launched three online courses: "Discovering Moodle" for mastering the new LMS, "Online Orientation" for UJ-HEPSA programme students, and "Learning with Technology" for general tech skills. The UJ Moodle platform went live in the first week of December.

In 2023, uLink, UJ's single sign-on portal, demonstrated its significance with over 1.2 million hits and an average of 78,774 users monthly. Users collectively viewed 66 million pages, reflecting its crucial role in accessing academic and administrative services.

CAT also managed several free short learning programmes (SLPs) available to students, staff, and the public. By 2023, African Insights and the Artificial Intelligence in the 4th Industrial Revolution SLPs had 36,416 and 19,383 completions, respectively. Two new SLPs on the SDGs and financial literacy saw over 66,000 completions. In 2023, CAT developed seven additional SLPs covering workplace and digital skills, set to launch in 2024. CAT will continue to support UJ's community by expanding courses, automating processes, and creating digital resources to enhance student success.

## Academic Development Centre

The Academic Development Centre (ADC) at UJ includes three units: ADC Access, Academic Development and Innovation (ADI), and the Academic Literacies Unit (ALU), as well as the UJ First Year Experience (FYE), Senior Student Experience (SSE), and UJELP. It also manages the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC).

In 2023, ADC supported UJ's strategic goals through several initiatives. Notable projects included a pop-up webinar series with 19 sessions reaching 7,781 views, a student success influencer project with eight faculty influencers on TikTok gaining 6,551 followers and over 65,000 likes, and the third annual Undergraduate Research Conference featuring 25 presenters from all UJ faculties.

The Integrated Student Success Initiative (ISSI) aims to enhance student success at UJ by improving module pass rates and timely degree completion. In 2023, ISSI leveraged data-driven methods to allocate resources effectively, with input from eight Vice-Deans: Teaching and Learning.

The Academic Development Centre, in collaboration with the Centre for Academic Technologies and other support services, implemented targeted interventions based on detailed analyses of module alignment, performance patterns, and student progress.

In its second phase (ISSI 2.0), ISSI focused on analysing historic student progress to identify and address structural obstacles in qualifications with low success rates. Findings were shared with faculties to develop intervention plans aimed at improving in-time completion rates.

ISSI interventions included productive meetings between the Academic Development Centre (ADC), various faculties, and Departments within the College of Business and Economics (CBE). These discussions revealed structural concerns and constraints affecting student progress and success. Using institutional analyses, ISSI identified critical programmes and Departments for targeted support, focusing on structural and pedagogical improvements. ADC was invited to participate in forums such as Dean's Committee and Faculty Teaching and Learning Committee meetings, and engaged in Teaching and Learning workshops hosted by the CBE and the Faculty of Law.

ADC Access, responsible for ADC's extended curriculum programmes, continued its work in 2023, focusing mainly on the Doornfontein Campus, but extended to the Soweto and the Bunting Road Campuses. ADC Access taught approximately 717 first-year students enrolled in FEBE, Humanities and CBE during the year. The module success rates of most of the 16 extended curriculum groups were 86% and above, while the success rates of extended diploma offerings remained high at 88%. Those of the FEBE extended degree offerings in their first year were 90%, those of the extended diploma offerings in CBE were 81%, and those in Humanities were 92%.

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

# Academic TEACHING and LEARNING



In 2023, the Academic Development and Innovation (ADI) unit supported student success through several key initiatives. Staff taught two credit-bearing modules: Mastering Academic and Professional Skills (MAPS) Eco in the College of Business and Economics and MAPS Hum in the Faculty of Humanities. The modules had 665 students, with pass rates of 94% and 96%, respectively.

ADI introduced innovative programmes to reduce dropout rates and enhance the First Year Experience (FYE) and Senior Student Experience (SSE). This included increasing student learning development advising and offering customised micro-webinars. ADI engaged with over 22,000 students through various methods, including webinars, workshops, and individual consultations. Additionally, ADI staff completed the UFS advising course and handled numerous student queries through the advising system.

In 2023, the Academic Literacies Unit enhanced teaching and learning with three key modules: English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences (LES), achieving success rates between 88% and 96%. The four UJ writing centres saw significant engagement, completing 6,925 face-to-face consultations, up from 5,474 in 2022. This increase was driven by a return to in-person consultations and renewed marketing efforts. The writing centres reached a record 13,526 individual students and introduced innovative practices, including an undergraduate writing competition and eight writing cafés in collaboration with the UJ Library.

In 2023, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) made significant strides. The FYE began with a blended First Year Orientation (FYO), designed in collaboration with UJ faculties, support services, and CAT. Eight FYO modules, tailored to each faculty/college, were

created, alongside a comprehensive on-campus programme. The orientation saw strong student participation. To support first-year students, 153 FYO marshals were stationed across all campuses, conducting 12,073 consultations during the initial two weeks of classes.

In 2023, SANRC, supported by the University Capacity Development Programme (UCDP) grant, advanced the First Year Experience nationally through research, webinars, and capacity building. The 8th Annual SANRC First Year Experience Conference, held from 17–19 May 2023 at the President Hotel in Cape Town, featured keynotes by Prof Vuyisile Nkonki and Dr Emily McIntosh, and was attended by over 130 delegates. SANRC also completed the national iteration of the International Survey of Peer Leaders (ISPL) with 11 participating universities, including UJ. The cleaned datasets and a report on the national results will be released in 2024.

## PsyCaD

In 2023, PsyCaD prioritised mental health education and support by focusing on student counselling, disability services, psychosocial support, and graduate recruitment. Despite having 21 registered mental health practitioners, the staff-to-student ratio of approximately 1 to 2,380 slightly exceeds the IACS recommendation of 1 to between 1,000 and 1,500, though it aligns with other South African universities.

The demand for counselling services surged, with sessions increasing from 16,040 in 2020 to 20,797 in 2023. Remote counselling sessions

decreased significantly from 37% in 2021 to 9% in 2023. PsyCaD employs an advisory system allowing students to access initial consultations without prior appointments, which increased from 2,630 sessions in 2020 to 8,328 in 2023. This system helps manage therapy demand, which rose slightly from 11,726 sessions in 2022 to 12,469 in 2023. The primary reasons for seeking support in 2023 were relationship issues, mild depression, and post-traumatic stress.

In response to the growing demand and severity of mental health issues among students, PsyCaD has enhanced its support systems:

### 1. Early Identification and Private Contact:

➤ OsTicket Email System: Students can confidentially reach out via email to psychservices@uj.ac.za. This system, introduced in 2021, has seen a significant increase in usage, with tickets rising from 643 in 2021 to 2,492 in 2023. It integrates with the wider ADS advising system for effective tracking and management of requests.

### 2. Crisis Support:

➤ PsyCaD Crisis Line: A 24/7 service for immediate response to high-risk incidents. The number of calls increased slightly from 475 in 2022 to 507 in 2023, with 52 being suicide-related.

➤ Residence Psychologist: Appointed to handle crisis situations in residences after hours, addressing 17 such incidents in 2023.

### 3. Psychosocial Support:

➤ Social Workers: Four social workers have been appointed to assist with adverse life events and basic needs.

➤ Initiatives: PsyCaD has launched various initiatives, including clothing and food drives, and the Care for a Friend campaign to collect stationery and toiletries. Additionally, about 20 projects and campaigns were conducted to provide skills and group support to students.

These measures are designed to provide immediate and comprehensive support to manage both severe cases and ongoing student needs effectively.

The Disability Unit (DU) and Career Services at UJ are integral to fostering an inclusive learning environment and supporting student career development:

## Disability Unit (DU)

The Disability Unit (DU) offers early orientation, needs assessments, exam and classroom accommodations, and assistive technologies. In 2023, 388 students declared disabilities, though the actual number may be higher due to under-reporting. Concession applications slightly decreased from 112 in 2022 to 87 in 2023. Individual support sessions increased from 1,275 in 2022 to 1,522 in 2023, indicating a growing need for support. The DU also conducted 20 awareness campaigns to educate the UJ community about various disabilities.

## Career Services

Career Services at UJ play a crucial role in supporting student career development and promoting an inclusive learning environment. Their objectives include career development, graduate recruitment, and employer relations. The service encompasses Career Assessment and Guidance, Work Readiness, Graduate Recruitment, and Employer Relations. Notably, Career Services has been rated among the top three service providers in South Africa, alongside UCT and UP, with its graduate recruitment programme recognised as the best in the country.

Both units are essential in enhancing student experiences and outcomes by ensuring accessibility and preparing students for successful careers.

## Special projects

In 2023, UJ's Career Services team advanced job market preparation through various initiatives. They hosted the Career Bootcamp with nine companies and organised four major career fairs, increasing company participation from 66 to 96, though student attendance dropped slightly from 4,643 to 4,150. The team also facilitated 32 Company Showcases for direct interactions between recruiters and students.

The UJ Career Wiz online portal registered 13,466 students and 443 companies, advertising 195 job vacancies and planning to include internal job postings. The UJenius Club, managed by PsyCaD, grew from 1,766 members in 2022 to 2,058 in 2023, with first-year membership rising significantly. The club provided priority access to company visits and networking events, such as a visit to Bowmans law firm. The UJenius Alumni Affinity Group, launched in November 2022, continued to expand.

# Academic TEACHING and LEARNING



## Division for Teaching Excellence

The Division for Teaching Excellence (DTE) plays a crucial role in achieving the University's strategic goals related to teaching excellence and global reputation. It includes two centres: the Centre for Academic Planning and Quality Promotion (CAPQP) and the Centre for Academic Staff Development (CASD). The DTE oversees various projects that support academics' development and enhance academic programmes.

In February 2023, UJ received a draft Institutional Audit report from the Council on Higher Education (CHE) for accuracy verification. The DTE submitted UJ's response, and the final approved report was received in October 2023. The audit recognised UJ's quality management system as functionally mature, which is a positive outcome that will allow for greater autonomy.

The following critical internal documents were developed, amended, and either approved in 2022 or submitted to the governance structures for approval in 2023:

- Policy on Learning Resources
- Charter for the Programme Working Group (PWG)
- Quality Promotion Policy (for submission 2024)
- Moderation Policy
- Moderation SOPs

### Future Professors Programme

UJ leads the national Future Professors Programme (FPP) Phase 2, a DHET initiative aimed at developing South African academics into professors. The programme has a five-year budget of R70,229,574.

In its second year, FPP Phase 2 saw significant progress. Cohort 1 participants advanced notably: 19 out of 28 moved from senior lecturer to associate professor, and two reached full professor status.

The second year focused on academic and career development, offering workshops, sessions, and networking opportunities. Activities included seven brownbag discussions, three contact sessions, one LeaderLab, four writing retreats, and ongoing mentoring. A key highlight was the Research Engagement Initiative, which fostered international collaborations through seminars, workshops, and teaching assignments abroad.

In 2023, UJ invited nominations for the second cohort and received 97 from 26 public universities. A shortlist of 32 candidates was approved by DHET in October 2023, with their programme starting in February 2024. The third call for Cohort 3 was issued in November 2023, closing in February 2024. UJ's commitment to transparency was demonstrated by an unqualified audit opinion for the FPP for the 2022/2023 financial year.

### New Generation of Academics Programme (nGAP)

In 2023, UJ's New Generation of Academics Programme (nGAP) achieved significant milestones. The programme expanded with five new positions, all filled by September. Since its inception, UJ has hosted 34 nGAP positions, with 10 scholars completing their six-year term in 2023. The current cohort comprises 25 active scholars, with 64% female and 36% male, and a racial breakdown of 72% black, 16% coloured, 8% indian, and 4% white.

The programme has contributed to the increase in doctorate-holding faculty at UJ, with 17 scholars now holding doctorates – 14 obtained during their nGAP tenure. Five scholars completed their doctoral studies in 2023, with graduation expected in 2024. Another 17 are working on their doctorates, with three projected to finish in 2024.

Support for nGAP scholars included 49 biannual check-in meetings and personalised coaching sessions, as well as two group sessions and a writing retreat led by Dr Christel Troskie-de Bruin. UJ maintained transparency with an unqualified audit opinion for the 2022/2023 financial year and submitted 29 detailed nGAP reports to DHET. Despite three resignations, UJ continued to effectively support 27 active nGAP scholars, reflecting its commitment to academic development.

### Nurturing Emerging Scholars Programme (NESP)

In 2023, UJ's Nurturing Emerging Scholars Programme (NESP) showed significant progress. UJ hosted six NESP scholars, with 67% female, 33% male, and all black. Three Phase 1 scholars completed their master's degrees and one secured an assistant lecturer position at UJ. Nine check-in meetings for Phase 1 and 2 scholars provided valuable support.

In 2022, DHET allocated three additional scholarships for NESP Phase 2.1, bringing UJ's total to seven. All Phase 2.1 scholars are progressing well in their master's programmes. In 2023, DHET allocated three more posts for Phase 2.2 in Anthropology and Developmental Studies, Palaeo Studies, and Sustainable Urban and Regional Planning, increasing the

total scholarships to 10. The internal application process for Phase 2.2 concluded in late 2023, awaiting DHET approval for 2024 commencement.

UJ submitted four NESP audit and narrative reports to DHET, reflecting its commitment to transparency and accountability. These reports are crucial for evaluating programme effectiveness and identifying improvement areas.

### Accelerated Academic Mentorship Programme (AAMP)

Throughout 2023, the Accelerated Academic Mentorship Programme (AAMP) at UJ experienced unprecedented growth, welcoming 65 new academics, and elevating its membership to a total of 601. This surge represents the programme's most substantial increase in new participants to date.

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

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"Promotional advancements within the AAMP confirm its effectiveness and influence at UJ."

# Academic TEACHING and LEARNING



In 2023, the Division embarked on a promotional roadshow across faculties to enhance the visibility of AAMP, specifically targeting UJ academics engaged in doctoral studies. This initiative contributed to the programme's growth. Data reveal that, cumulatively, 47 participants have successfully completed their doctorates across the years 2019 to 2023, showcasing the programme's impact on academic achievement. A survey conducted in September 2023 among AAMP Level 1 participants to gauge their progress towards doctoral completion received responses from 120 individuals.

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**“The DTE oversees various projects that support academics’ development and enhance academic programmes.”**

The feedback highlighted substantial research progress, with 20 participants anticipating completion in 2023 and 10 having submitted their theses for examination.

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

2023 also saw the introduction of eight writing workshops and retreats, reflecting two strategic shifts in the Division's approach to training and development:

- A stronger emphasis on group coaching to support doctoral completion.
- A concentrated effort on promotions, research outputs, NRF ratings, and doctoral completions.

The integration of group coaching into AAMP Level 1 in 2021 proved highly successful, leading to its extension to Levels 2 and 3 in the following year. Overall, during 2023, 26 AAMP workshops were conducted on a variety of topics, including preparation for NRF rating, doctoral completion, and the development of research and teaching and learning portfolios, demonstrating the programme's comprehensive support for academic excellence.

## Assistant Lecturers Programme

The Assistant Lecturer (AL) initiative is a strategic programme designed to bolster departmental support in areas experiencing high student enrolment and challenging staff-to-student ratios. The core objective of the Assistant Lecturers Programme is to cultivate and prepare UJ's own talent pool, seamlessly transitioning ALs into permanent positions as vacancies arise due to retirements and resignations. Annually, the programme allocates funding for 75 participants. These assistant lecturers are engaged on a three-year contractual basis, with a standardised annual salary of R250,000.

In response to the increasing demand for assistant lecturers across various faculties, the Division appealed to the MEC in 2022 for additional funds to accommodate 25 more AL positions. This expansion, requiring an investment of R18.75 million over three years, marks a significant milestone in the programme's growth, enabling it to support 100 positions.

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

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

## Teaching Innovation Fund

In February 2023, a call was issued for faculties and departments to submit project proposals to be considered for the Teaching Innovation Fund. The response to this call was remarkable, with 61 proposals submitted for consideration. In 2023, 21 projects in all were supported. Notably, these funded projects span multiple faculties, demonstrating a diverse range of educational innovation efforts. It is important to note that due to budget constraints, the allocation for each project was capped at a maximum of R50,000.

Under the leadership of Prof Khan, DVC: Academic, the Division for Teaching Excellence (DTE) released its third publication, showcasing these teaching and learning innovation initiatives, *Teaching Innovation for the 21st Century: Showcasing UJ's Teaching Innovation Projects 2022*. This edition of Teaching Innovation for the 21st Century presents vignettes of innovative practices across various disciplines, projects and activities funded through the UJ Teaching Innovation Fund in 2022. The continual support from the University Research Committee in allocating funding is crucial to enable academics to revitalise pedagogies and practices.

## Symposia and masterclasses

In 2023, the Division hosted 34 sessions aimed at promoting academic excellence and personal well-being, engaging around 1,600 academics. Key components included:

- **26 Masterclasses:** Covering topics such as innovative assessment, sustainable development goals, Generative AI, and student engagement.
- **4 Thematic Sessions:** Focused on the academic journey, offering reflections and strategies for navigating academia.
- **4 Connect@1 Sessions:** Featuring insights from former Vice-Chancellor's Distinguished Award winners on their teaching methods and academic experiences.

These events underscored the Division's dedication to enhancing teaching and learning and supporting the academic community.

# Academic TEACHING and LEARNING



## Centre for Academic Planning and Quality Promotion

The Centre for Academic Planning and Quality Promotion (CAPQP) supports programme development and quality assurance throughout the academic lifecycle. This involves assisting with programme creation, ensuring adherence to internal and external regulations, and facilitating approvals from DHET, CHE, and SAQA.

CAPQP provides secretariat services for the Programme Working Group (PWG), which evaluates the completeness and compliance of all learning programmes and qualifications. The Centre also conducts orientation workshops for new academic staff on PWG processes and gathers annual feedback to improve PWG's effectiveness.

CAPQP's role bridges UJ's internal quality management with external regulatory standards, ensuring that programmes meet both institutional and external expectations while exceeding basic compliance requirements.

The training workshops on the new Higher Education Quality Committee (HEQC) as well as application processes for short learning programmes (SLPs) and the academic planning tracking system (APTS) continued in 2023. Four training workshops on SLPs and five on HEQC-online application were conducted, with a total number of 197 attendees. These training workshops are part of capacity-building initiatives within UJ.

Complementary to this, CAPQP organised a training/colloquium on the subject of Pathways to Learning: Engaging with Quality Council for Trades and Occupations (QCTO). Various role players in the quality assurance space attended this session, such as QCTO, SAQA representatives, as well as colleagues from both public and private higher education institutions. The second instalment of this training session, a follow-up to the session on Pathways to Learning, was on Work-integrated Education: Principles and Praxis. Further to this, CAPQP hosted the first Quality Discussion Forum, in which quality assurance matters as well as best practices were shared and discussed.

In 2023, CAPQP advanced its capacity-building efforts with several initiatives. The "Coffee Table" discussions provided a platform for staff to explore regulatory documentation and the new Quality Assurance Framework (QAF), enhancing their expertise and sector engagement.

CAPQP also launched the "Ask Us Anything" initiative to inform the UJ community about quality assurance. Sessions were held across all campuses, with feedback guiding future improvements. Similar engagements with student leadership are planned for 2024, and discussions with the Senior Director: Student Affairs will be initiated.

## Academic planning

Academic planning activities focus on the accreditation of new programmes and amendments to existing programmes. In 2023, CAPQP received the following outcomes in terms of approvals and accreditations:

- CAPQP submitted one new programme to DHET for approval of an addition to the PQM. In return, DHET approved three new programmes for PQM clearance and one name change. In addition to this, four programmes were approved by DHET for funding.
- CHE accredited two new programmes and approved two amendments for title changes. CAPQP submitted four programmes to the HEQC online as well as one external amendment application.
- SAQA has registered four new qualifications on the NQF for UJ. In addition to this, SAQA reregistered two more qualifications with name changes.
- In 2023, 55 new short learning programmes (SLPs) were recommended to Senex for approval.

Continued uptake of the multidisciplinary programmes, the Master of Philosophy (MPhil) and Doctor of Philosophy (DPhil), was evident in 2023. The degrees allow academics and students interested in inter-, trans-, and multidisciplinary research areas to explore these without the need to accredit a new programme. Examples of areas of specialisation added in 2023 include MPhils with a specialisation in Virtual and Augmented Reality in Science, Technology, Engineering and Mathematics (STEM) education, in Language-related Studies and Practices, in the field of Public Policy and Leadership; a DPhil with a specialisation in Language-related Studies and Practices, and in Sport and Movement Studies. Short learning programmes (SLPs) across a range of diverse multidisciplinary applications in the 4IR and decolonisation were also approved, a small sample of which follows:

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

In 2023, CAPQP supported the development of a new medical programme for UJ. This included participating in meetings on programme design and completing application forms for DHET, HEQC, and HPCSA. Once the UJ Medical School Business Plan is approved, the Faculty of Health Sciences will submit the programme application for internal and external approval.

CAPQP also worked with external regulators (CHE, DHET, SAQA) and internal divisions (CAA, CAT, DIPEM, Student Finance) to address issues with the programme and qualification mix (PQM). They provided corrections to SAQA and DHET to align with UJ's ITS system, an ongoing process as new programmes are developed.

In 2023, CAPQP staff engaged nationally by participating in CHE panels, reference groups, and working groups, and by providing input on national policy. They also presented at conferences and published on quality and policy, demonstrating UJ's commitment to quality and articulating its stance on higher education standards. This active involvement helps shape national policy and enhances UJ's role in quality assurance.

## Academic Programme Tracking System (APTS)

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

# Academic TEACHING and LEARNING



## Internal programme reviews (quality promotion)

In 2023 CAPQP focused on enhancing quality in programmes and staff development. The Centre supported the review of six programmes within the College of Business and Economics (CBE) and prepared nine more for review in early 2024. CAPQP conducted 38 workshops and 49 consultations, aiding in the development of self-evaluation reports and supporting accreditation processes, including an interim visit by the Engineering Council of South Africa (ECSA) for the Bachelor of Engineering Technology in Civil Engineering.

Approximately 580 UJ staff members attended these workshops, primarily academic staff, with a few administrative staff involved.

## Centre for Academic Staff Development (CASD)

The National Framework for Enhancing Academics as University Teachers and the UJ Framework for the Professional Development of Academics Staff as Teachers stress the importance of providing academic staff with opportunities to be and become teachers in higher education. CASD plays a pivotal role in developing academics as teachers by providing contextual, relevant, and scholarly based learning opportunities for new and established academic staff, heads of departments and senior tutors and tutors.

Opportunities offered through the CASD include induction programmes for new staff and newly appointed heads of departments (the Academic Preparation Programme and HOD Induction Programme), continuous semester-long follow-up sessions for new staff and department heads on various topics, individual consultations on portfolio preparation, departmental and faculty workshops, an accredited tutor development programme at

various levels, as well as a formal postgraduate diploma qualification in higher education (PGDipHE). One of the highlights in 2023 was a series of seminars facilitated by internationally recognised activist scholar and Professor Emerita at Loyola Marymount University, Prof Antonia Darder.

## Academic Preparation Programme and follow-up workshops

In 2023, CASD enhanced staff integration at UJ with the Academic Preparation Programme, held biannually in January and July, to introduce new staff to the institution and their roles. In addition, 22 staff development workshops were conducted on various topics.

For Heads of Departments (HODs), CASD organised an induction workshop followed by five follow-up sessions, attended by 103 HODs.

These sessions covered essential topics such as managing department finances, human capital matters, and the significance of short learning programmes (SLPs).

## Peer observation reports

Peer observation is a useful mechanism to facilitate reflection on teaching and learning. When read together with student feedback, peer observation provides academic staff with insight into what works well and what needs to be changed. In 2023, CASD conducted 53 peer evaluations.

## Postgraduate Diploma in Higher Education (PGDipHE)

A total of 42 students enrolled for the PgDipHE in 2023, 20 in their second year, and 22 in their first year. The PgDipHE has grown over the last two years as more staff see the value of the ways in which the qualification can enhance their practice as teachers in higher education.

## Teaching and Module Evaluations

In 2023, CASD piloted an in-house, online evaluation system. The system was designed to enable staff to have greater agency regarding the timing of the evaluation of their modules and to help facilitate reflection on practice based on student feedback. As with all new systems, there were initial problems with the system, which were addressed, and it continues to be upgraded to ensure it is user friendly. More than 1,700 requests for evaluations were processed through the new system.

## Teaching Portfolio Assessment Committee

One of the core functions of CASD is to provide opportunities for staff to develop, teach and engage in the scholarship of teaching and learning and become reflective practitioners. One source of evidence of this development and growth is the teaching portfolio that staff develop for their promotions. The Teaching Portfolio Assessment Committee reviewed 100 portfolios in 2023.

## Blended Tutor Training Programme

In 2023, the Centre for Academic Staff Development (CASD) made notable strides in enhancing academic support at UJ. The Centre facilitated the Academic Preparation Programme biannually and offered 22 staff development workshops covering various topics. Additionally, CASD hosted induction and follow-up workshops for 103 Heads of Departments (HODs) to address their preparation and responsibilities.

CASD's support for tutoring includes an internationally accredited tutor training programme, divided into two phases: face-to-face or synchronous online training (Phase 1) and asynchronous online training (Phase 2). In total, 1,569 tutors completed Phase 1, with 55 training sessions conducted. CASD continues to review and innovate its practices to align with UJ's goal of teaching excellence.

## Teaching Advancement at Universities (TAU) Fellowship Programme

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

## Contributions of the DTE

The staff members of the Division contribute to the work of the University as above and contribute to a wide range of national and international academic activities in higher education. Several members of the staff are research associates and publish in their respective areas of speciality. In addition, staff manage and execute national projects and participate in a variety of task teams aimed at strengthening the higher education sector in various ways.

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“In 2023, CASD piloted an in-house, online evaluation system.”

# Research OVERVIEW



The review reports on the activities of the three major divisions: Research and Innovation, including Strategic Initiatives and Administration; the Internationalisation Division; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

These divisions have their own governance and committee structures, which interface with institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee, and Central Academic Administration.

## Research and Innovation

The various divisions in Research and Innovation support a range of UJ's strategic key initiatives, including research, postgraduate studies, innovation and technology transfer, and global excellence and stature (GES).

This report integrates contributions by the Research Office/Research and Innovation Division, Postgraduate School, and the Strategic Initiatives and Administration Division.

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# Research OVERVIEW



## Overview

Over recent years, UJ has seen significant growth in producing research outputs accredited by the Department of Higher Education and Training (DHET). This progress reached a milestone on 19 May 2023, when DHET reported the University as the top producer of DHET-accredited research outputs in South Africa. UJ achieved the first position with 2,753.4 research output units in refereed publications.

*This Report on the Evaluation of the 2021 Universities' Research Output* shows the number of units obtained from research publication outputs with a 2021 publication date, as submitted and evaluated in 2022. This marks a historic achievement for UJ, a comprehensive university formed from a merger in 2005. Further solidifying its status as a research-intensive and highly productive institution, UJ submitted 3,241 units to DHET in May 2023, with 3,144 accredited, achieving a 97% acceptance rate, as detailed in the University of Johannesburg 2023 Research Output Report issued by DHET in December 2023. Additionally, external research income has increased annually, reaching a record R356 million by 31 December 2023.

The Global Excellence and Stature has been instrumental in positioning UJ as a leader in 4IR in Africa and globally. The initiative has significantly advanced academic development, research, and industry connections. Specific projects, such as the Visiting Academic Programme and the Flagship Institutes, have made notable contributions. In 2023, over 115 visiting academics, including 76 distinguished visiting professors, greatly contributed to research outputs and student mentoring, earning recognition through awards.

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

Managed through the Strategic Initiatives and Administration (SIA) Division, the University Capacity Development Grant (which aims to support academic research activities and capacity development of staff, particularly those pursuing higher degrees) supported seven projects in 2023, including staff qualification improvement, research career development, supervision development, and international collaboration initiatives.

The Research Leadership Programme (RLP) was aimed at supporting female academics' research leadership skills, achieving notable successes in 2023. Participants received international recognition, NRF ratings, alumni awards, and teaching excellence awards. External partnerships managed by the SIA, including the Mapungubwe Annual Lecture with former Vice-Chancellor and Principal, Prof Tshilidzi Marwala, highlighted UJ's engagement in intellectual discourse on global issues.

In terms of postgraduate student enrolment, UJ exceeded its 2023 target, registering 12,944 students, which marks a 7.2% increase from the previous year.

Growth was observed across numerous categories, with notable increases in registration numbers with PG below master's (10.2%), master's (3%), and doctoral (11.3%). The postgraduate graduation target for 2023 was set at 4,103, emphasising increasing black South African doctoral graduates to 110 from the initial target of 90, following 107 graduations in this category in the previous cycle. As of early February, 3,457 postgraduates had graduated, with potential graduation numbers in March expected to reach targets.

To mitigate communication issues between students, supervisors, and faculties, the Postgraduate School (PGS) is considering a postgraduate management platform to improve postgraduate life cycle management. The PGS coordinates UJ's Postdoctoral Research Fellowship Programme, aiming to increase the number of postdoctoral research fellows (PDRFs). Various initiatives support the 344 registered PDRFs, including the PDRF Excellence Awards for outstanding research outputs. Postgraduate funding saw an increase through the University Research Committee (URC) and Global Excellence and Stature (GES) 4.0 funds, supporting many students and PDRFs. Visa delays remain a challenge for international PDRF participation. The Research Capacity Development (RCD) Unit and Statistical Consultation Service (Statkon) have expanded support services with increased workshop attendance, new training sessions, and competitions to enhance research communication skills.

## Research productivity, creative outputs and innovations

As stated previously, in May 2023, DHET revealed that UJ had achieved the number one position in South Africa for accredited research publications output with 2,753 units (accounting for almost 12% of the national output). This figure represents a 19.4% increase compared to the previous year, an average annual growth rate of 14.9%, and a compound annual growth rate (CAGR) since UJ's inception of 14.3%. To place this in perspective, the CAGR of South Africa's top ten most productive institutions (by awarded units) is 7.7% over the same period.

Notwithstanding this incredible achievement, UJ's research output productivity has further maintained an upwards trajectory. In May 2023, UJ submitted 3,241 units for publications authored in 2022 to DHET for accreditation and subsidy. The submission represents an overall increase of 15% compared to the previous year with units submitted for journal articles increasing from 2,052 to 2,436 (19% increase), conference proceedings from 240 to 283 (18% increase), while books and chapters decreased slightly from 525 to 522 (less than 1% decrease). In total, 97% of the journal articles submitted are indexed on international journal indexes with over 80% of the publications featuring on the prestigious Scopus and/or Web of Science publication

and citation indexes. Approximately 14% of the publications approved for submission to DHET are of a 4IR nature, with 13% of those submitted addressing the scholarship of teaching and learning (SoTL). While the sector awaits DHET's Report on the Evaluation of the 2022 Universities' Research Output, the accreditation of 3,144 units for UJ's 2022 publications announced in December 2023 is indicative of a 97% success rate (of submitted vs awarded units) and another double-digit increase (14.2% year on year) in units awarded.

## Creative outputs and innovations

Under the DHET Policy on Creative Outputs and Innovations (2017), UJ's first submission of creative outputs was in 2019, with a significant increase by 2023. In 2019, there were six submissions, which rose to 23 in September 2023 - an impressive 283% increase. Of these 23 submissions, four were in the Film subfield, two in Television, 15 in Fine Arts, and two jointly in Theatre and Performance and Dance. Despite the national challenge of a shortage of peer reviewers, UJ has maintained an average acceptance rate of 67% over the past three years.

Innovation submissions, specifically patents from UJ research, have been relatively low. Since 2019, only eight patents have been submitted to DHET: one in 2019, two in 2020, a resubmission of the 2020 innovations in 2021, two in 2022, and three in 2023. Only one innovation from 2019 was awarded two units. The 2020 submissions were rejected, and the outcomes for 2022 and 2023 are pending. Efforts are underway to improve submission rates and achieve more positive outcomes from DHET.

## External research income

In 2023, UJ received the highest external research income to date, this despite challenges encountered throughout the year with claiming funds from the country's largest public funding agency - the National Research Foundation (NRF). A total of R356 million was received by 31 December 2023, against a target of R240 million. This income is an outstanding 48% above the target, and 14% more than income received in 2022 (R312 million was received by end December 2022). The number of funders/donors continues to grow annually, a much-needed development as the University needs to diversify in terms of sources of funding.

# Research OVERVIEW



## Prestigious recognition of UJ researchers and NRF ratings

In 2023, UJ researchers received notable awards and recognitions:

- Prof Qingguo Wang: Achieved an A1 rating from the NRF, the highest possible rating, recognising him as a leading scholar internationally.
- Prof Koop Lammertsma: Awarded an A-rating by the NRF.
- Prof Ashwin Desai: Honoured with the Established Researcher Award by HSRC/USAF for his contributions to social justice.
- Dr Thandiwe Sithole: Received the NRF Research Excellence Award for early career researchers in the female Engineering category.
- Prof Heidi Abrahamse: Awarded the Lifetime Achiever Award by HERS-SA and was the first runner-up for SAWISA's Distinguished Women Researchers award.
- Prof David Bilchitz: Appointed by President Cyril Ramaphosa to act as a Judge at the Constitutional Court in 2024.
- Dr Shelly Barry: Won a SAFTA for her short film, 'A Camera on My Lap', made using her mobile phone while in a wheelchair.
- Prof Adebo Oluwafemi: Elected as a member of the South African Young Academy of Science (SAYAS).
- Prof Umesh Ramnarain and Prof Salim Vally: Elected as members of the Academy of Science of South Africa (ASSAF).

By end December 2023, UJ had a total of 320 NRF-rated researchers – comprising eight A-rated, 67 B-rated, 177 C-rated, and 68 Y-rated researchers.

## University Capacity Development Grant

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

The current funding cycle is from 2021-2023, and for 2023, a total annual budget of R7,202,534 was allocated to fund seven projects managed between SIA, PGS and R&I Office. In total, the following seven projects were supported in 2023:

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

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

## The GES initiative (GES 1.0 and GES 4.0)

In 2014, UJ launched the GES 1.0 initiative to drive institutional improvement. Evolving into GES 4.0 in 2019, it focused on 4IR, enhancing UJ's digital transformation and aligning with the University Strategic Plan 2025. GES 4.0 supported postgraduate initiatives, visiting academics, and flagship institutes.

Though GES 4.0 concluded in 2023, some projects will extend into 2024 due to COVID-19 delays. UJ will introduce GES 4.0 for Societal Impact (GES 4.0 SI) in 2024, focusing on leveraging 4IR for societal impact and sustainability.

## Visiting Academic Programme

By the end of 2023, nearly 100% of the GES 4.0 budget had been committed, supporting over 115 visiting academics. Approximately 60% of UJ's 76 distinguished visiting professors are among the top 2% of scholars according to Elsevier. Research outputs from these professors are expected to generate over R20 million in publication subsidies for UJ. Notably, Prof Sabu Thomas received the Global Excellence and Stature 4.0 Award, and Prof Arnold Bakker was honoured with the Highly Cited Researcher Award. Eight new distinguished visiting professors joined UJ in 2023 across various faculties.

## Flagship institutes

UJ continues to enhance its national, Pan-African, and international stature through flagship institutes and programmes, contributing significantly to research, student training, industry connections, and third-stream income. From 2020 to 2023, these institutes collectively contributed 153.99 DHET-accredited units.

The UJ Confucius Institute's cultural initiatives in 2023 received extensive coverage from media outlets like CGTN, CCTV, Xinhua News Agency, and People's Daily. The Centre for Africa-China Studies (CACS) remained a leading research hub for international relations, organising webinars featuring distinguished scholars, such as Prof Ibrahim Gambari, former Chief of Staff for Nigerian President Muhammadu Buhari.

The Institute for Intelligent Systems (IIS), led by Prof Babu Sena Paul and Prof Mpho Primus, focused on 4IR, consolidating expertise in AI, data science, IoT, machine learning, and more. Notable events in 2023 included a symposium with the African Development Bank (AfDB), themed 'Ideating partnerships to enable data-driven government agencies', bringing together global experts and policymakers.

The Institute for Pan-African Thought and Conversation (IPATC) hosted 24 public dialogues in 2023 on diverse topics, including SDG-related issues and economic development. Prominent speakers included H.E. Ambassador Dr Mohamed Ibn Chambers, Mr Zaheer Laher, and Ambassador Dr Lovell Francis.

Since its founding nearly a decade ago, the Johannesburg Institute for Advanced Study (JIAS) has continued its tradition of hosting writing fellows at the beginning of each year. The 2023 cohort included poets, novelists, historians, and a librettist collaborating with a distinguished composer and artist. In February 2023, JIAS hosted the inaugural Johannesburg Festival of Women Writers (JFWW), attracting over 400 women writers from diverse backgrounds. Dr Phumzile Mlambo-Ngcuka, the Chancellor of the University of Johannesburg, was chosen as the patron of the JFWW.

## Research Leadership Programme

The Research Leadership Programme (RLP) is a strategic programme designed to support the development of research leadership skills of outstanding female academics towards becoming internationally recognised scholars in their respective fields. As part of a high-level agreement between UJ and the University of the Western Cape (UWC), our two universities have partnered to realise our joint aspiration to develop and advance women's leadership in South Africa, regionally, and internationally. This initiative aligns with SDG 5, which focuses on promoting gender equality. In terms of notable achievements, four participants from the 2023 cohort stand out: Dr Suraiya Naicker was internationally recognised with the Research Supervision Recognition Programme from the UK Council for Graduate Education; Prof Deirdre Pretorius attained a C2 NRF rating; Prof Musawenkosi Donya Saurombe received an Alumni Award from North-West University; and Prof Michele van Eck was honoured with the Vice-Chancellor's Distinguished Award for Teaching Excellence.

# Research OVERVIEW



## External partnerships

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

## Enrolment and graduate monitoring

In 2023, UJ exceeded its postgraduate enrolment target of 12,803 by registering 12,944 postgraduate students, a 7.2% increase from 2022. The Policy, Benchmarking, Monitoring and Research (PBMR) Unit within the Postgraduate School (PGS) reported a total postgraduate headcount 1.1% above the target. Compared to 2022, enrolments rose across all categories: PG below master's registrations increased by 10.2% (5,235 students), master's registrations by 3% (5,544 students), and doctoral headcount by 11.3% (2,165 students), exceeding its target by 10.2%.

In 2023, the Policy, Benchmarking, Monitoring, and Research (PBMR) unit at UJ monitored postgraduate graduates from April 2023, concluding in March 2024. The postgraduate graduation target for this cycle was 4,103, with the black South African doctoral graduates' target revised to 110 from 90, following 107 graduations in this category in 2022.

As of 4 February, 3,457 postgraduate students graduated, with 886 potential graduates expected in March 2024 ceremonies. The graduates include 2,137 honours, 574 master's, 105 doctoral, and 641 other postgraduate students. The time to completion (TTC) targets for master's (two years) and doctoral (four years) graduates were 430 (38.1%) and 145 (55.3%), respectively. Current figures show 118 master's (21.4%) and 44 doctoral (41.9%) completions, with expected increases by the end of March 2024.

To improve postgraduate monitoring, PBMR is collaborating with faculties to benchmark and share best practices for managing the postgraduate student life cycle. Additionally, PBMR is developing a postgraduate management platform to enhance communication between students, supervisors, and faculties.

## The Postdoctoral Research Fellowship (PDRF) Programme

In addition to supporting postgraduate students, emerging researchers, and PDRFs, the PGS is also responsible for coordinating the Postdoctoral Research Fellowship Programme at the institution. There are 344 PDRFs at UJ, with a strategic drive to increase this number substantially going forward. In total, 126 PDRFs have been allocated funds from the URC, 27 PDRFs are funded from the senior

PDRF budget, 42 PDRFs were funded from the GES 4.0 for postdoctoral research fellowships, 42 are funded by the NRF, five from other external funds, and lastly, 102 PDRFs were funded from the 200 PDRFs initiative funded under the GES portfolio. To incentivise the PDRF community at UJ, the PGS also hosted the PDRF Excellence Awards, held on 27 October 2023. The event recognised those PDRFs who had performed exceptionally well by producing the highest number of research outputs during the tenure of their PDRF.

## Postgraduate funding

In 2023, the University Research Committee (URC) increased its budget for postgraduate funding from R70,593,645.82 in 2022 to R73,243,837.70. By 31 December 2023, R71,676,095.48 (97.9%) of these funds had been spent, leaving R1,567,742.22 unspent.

The Global Excellence and Stature (GES) 4.0 budget, including a rollover from 2022, was R40,263,110.81, of which R26,909,281.30 (66.8%) was spent, leaving R13,353,829.51 unspent. Since its inception in 2019, GES 4.0 funds have supported 229 master's students, 171 doctoral students, and 131 Postdoctoral Research Fellows (PDRFs). An additional R40,750,000.00 was allocated mid-year for the 200 PDRF initiative, with R20,951,453.67 (51.4%) spent and R19,798,546.33 remaining unspent.

The underutilisation of URC and GES 4.0 funds primarily resulted from visa challenges faced by international postgraduate students and Postdoctoral Research Fellows (PDRFs), which hindered their entry into South Africa and led to forfeited fellowships due to missed deadlines. Additionally, some doctoral students were pre-registered and thus ineligible for GES funding, which also resulted in forfeited awards.

From an external funding perspective, the National Research Foundation (NRF) budgeted R89,001,502.98, with R88,712,502.98 (99.7%) spent. An additional R7,453,624.24 was expended from various external funders, including ISRF, NIHSS, ARM, SAMRC, Potatoes SA, Reatile Foundation, Mandela Rhodes Foundation, OWSD, DST-CSIR, SETA ETDP, BANK SETA, Duke CE, Rothschild, Ninety-One SA, ZADNA MICSETA, and NM Envirotech Solutions.

## Postgraduate student support

The Postgraduate School supports students through its Research Capacity Development (RCD) Unit and Statistical Consultation Service (Statkon). The RCD Unit conducts three main activities: research capacity development workshops; online courses, mini courses, SLPs, presentation opportunities, and digital resources; and writing support for postgraduate students. To ensure 24/7 access to resources, RCD uses the institution's Blackboard Learning Management System, managing six Blackboard communities for workshops, advertisements, and learning resources.

In 2023, RCD conducted 89 workshops, up from 57 in 2022. February had the highest attendance with 1,173 participants, while September saw the fewest with eight attendees. Additionally, RCD provided needs-based training sessions on IBM SPSS Statistics and Viva Voce examinations.

The Postgraduate School, through its Research Capacity Development (RCD) Unit and Statistical Consultation Service (Statkon), significantly enhanced support for postgraduate students in 2023.

The RCD Unit offered five mini courses on topics such as essential Office 365 Suite skills, research ethics, and writing for publication, with a total of 918 enrolments. To promote research communication and dissemination, RCD hosted several competitions: the institutional Three Minute Thesis (3MT) competition, institutional and national Visualise Your Thesis (VYT) competitions, and the Annual Postgraduate and Postdoctoral Research Fellows Research Conference. These events helped students develop presentation and networking skills. The institutional 3MT first-place winner also secured second place at the national competition and represented UJ at the international level. RCD launched the first national VYT competition, rescheduled to 28 February 2024. The 2023 Annual PG and PDRF Research Conference, held on 20 October at the Emperors Palace Convention Centre, showcased 101 research projects and was highly praised by attendees.

RCD also provided extensive writing support, including 908 writing consultations, three writing retreats for 49 staff and postgraduate students, and 'Sit Tight and Write' sessions for 129 attendees.

Statkon supported 399 research projects in 2023, up from 329 in 2022, contributing to research excellence, increased output, and student throughput. This included support for 306 new projects and 93 carried over from 2022, with 24 projects requiring analysis of multiple datasets.

# Research OVERVIEW



## Internationalisation

Through internationalisation, UJ enhances its global scholarly engagement and impact, reinforcing its position in higher education. The Division for Internationalisation is key to the University's vision of becoming 'an international University of choice, anchored in Africa, dynamically shaping the future'.

UJ's internationalisation strategy focuses on creating an international campus environment, integrating global students and staff, internationalising the curriculum, engaging with international partners, developing research collaborations, and promoting mobility. This approach enriches UJ's student experiences, research, teaching, learning, and global profile.

In 2023, as campuses returned to normal post-COVID-19, UJ embraced virtual and hybrid teaching models, particularly for postgraduate programmes, reflecting its investment in digital offerings. The Division supported the return of international students to campus and developed short-term mobility programmes with a focus on virtual initiatives, often in collaboration with international partners and U21 associates.

The year saw success in internationalisation, with streamlined admissions and refined marketing strategies attracting global students.

Despite challenges such as funding, immigration, and visa issues, the Division increased virtual mobility programmes and expanded its recruitment strategy to new potential student feeder countries due to reduced funding and changes in eligibility criteria.

In 2023, UJ's virtual programmes enhanced access to mobility opportunities at reduced costs, contributing to increased participation and successful international partnerships. Notable collaborations included Times Higher Education, Universitas 21 (U21), the South Africa Sweden University Forum (SASUF), the International Association of University Presidents (IAUP), and BRICS networks, boosting UJ's global reputation and reinforcing its leadership in higher education, particularly within the pan-African context.

UJ advanced in global rankings, with 11 subjects listed among the best worldwide in the QS World University Rankings by subject. In the THE University Impact Rankings, which focus on UN SDGs, UJ achieved top 100 placements for seven SDGs, including first for SDG 1: No Poverty and sixth for SDG 8: Decent Work and Economic Growth.

Aligned with the UJ 2035 Strategy and its Global Excellence and Stature 2025 Strategy, the Division's work continues to reflect UJ's mission of inspiring transformation through global collaboration.

## Operating Context

In 2023, the Division for Internationalisation comprised four directorates and units: Study Abroad and International Student Services, Academic Services, Fundraising and Administration, and International Student Recruitment and Admissions. The team expanded from three members in 2011 to 15 permanent and two temporary staff. However, a permanent staff member in Academic Services resigned at the end of the year.

With a return to in-person events, the Division successfully hosted a growing number of international delegations, adopting a flexible approach with in-person, virtual, and hybrid formats. Most of these meetings occurred on campus.

### Study Abroad and International Student Services

The Directorate is responsible for providing inbound and outbound study abroad opportunities. The Directorate also coordinates the welfare needs of international students to assist them to adjust to their environment at UJ. This also includes assistance in case of an emergency.

The Directorate focused on in-person and virtual mobility programmes and engagements. Continuous interaction with Study Abroad partners and networks further ensured that a variety of opportunities were available. Key to providing these opportunities were our strong

relationship with Universitas 21 (U21), Association of Commonwealth Universities (ACU), the International Education Association of South Africa (IEASA), and South Africa Sweden University Forum (SASUF).

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

### Virtual engagements

UJ, in partnership with the University of Iowa, presented our first virtual World Café on 22 March, titled 'Substance use and addiction among youth: An evolving epidemic'.

The second virtual World Café took place on 26 April in partnership with Prof Daniel I. Rubenstein, Professor of Zoology, Princeton University. The title of the virtual session was 'Zebras: Are they just horses in striped pajamas?'.

The combined physical and virtual mobility figures in 2023 were 25,006 inbound students and 19,210 outbound students. Of the physical mobility students, 3,501 were inbound and 5,052 were outbound.

The Directorate delivered four co-funded Africa-by-Bus programmes with the Faculties of Health Sciences (Eswatini), Engineering and the Built Environment – Civil Engineering (Botswana), College of Business and Economics (Botswana), and Faculty of Science, Zoology (Mozambique). The Directorate also ran the first UJ/Appalachian State University Global Leadership Programme.



# Research OVERVIEW



## Academic Services: Partnerships

In 2023, the Directorate played a crucial role in facilitating and managing international collaborations. Responsibilities included overseeing partnership development, managing the partnership information system, coordinating Erasmus staff mobility, and supporting faculties in achieving strategic goals related to pan-African partnerships.

The year saw increased engagement with international partners, especially in Nordic and Canadian regions, and expanded activities with EU and US institutions. New initiatives included the Global Leadership Programme with Appalachian State University and joint programmes with Illinois University (Urbana-Champaign). UJ also secured new agreements with Canadian institutions, including Carleton University and Regina University.

There was a notable rise in Erasmus staff mobilities, with 15 staff members visiting Türkiye and Italy, and reciprocal visits from partner universities.

Additionally, the Directorate successfully secured a DHET-funded UCDP grant to support pan-African mobility and partnerships, set to run from 2024 to 2026. It also contributed to several funded consortium proposals and presented at the EU Regional Africa Week hosted at the UJ Library.

Several partnership agreements were finalised in 2023. Some of the Erasmus ICM agreements are with:

- Lund University, Sweden
- Sofia University St Kliment Ohridski, Bulgaria
- University of Pisa\_UNIPI, Italy
- University of Minho, Portugal
- University of Slavonski Brod, Croatia
- Sivas Cumhuriyet University, Türkiye
- Laurea University of Applied Sciences, Finland
- University of the Basque (UPV/EHU), Spain
- Wrocław University, Poland
- Vilnius Academy of Arts, Lithuania
- Bartın University, Türkiye

The University has a number of strategic joint and collaborative programmes. The following were finalised in 2023.

**Table 4: Programmes Finalised in 2023**

Region	Country	Institution	Programme
Nordic	Finland	Tampere	Joint SLP
Europe	Ireland	Ulster	Joint SLP
N. America	USA	Appalachian State University	Co-teaching/Global Leadership Programme
N. America	USA	University of Cincinnati	Co-teaching/Collaborative Online International Learning (COIL)
N. America	USA	University of Illinois at Urbana-Champaign	COIL/Joint T&L project
Nordic	Sweden	Gothenburg University	COIL/IVE
N. America	USA	University of Illinois at Urbana-Champaign	App Development/COIL
Europe	Multi	UnaVex EU funding grant	Virtual Exchange
N. America	Mexico	Tec De Monterrey	Virtual Exchange
N. America	USA	UNC Charlotte	Virtual Exchange
N. America	USA	Ohio University	Faculty-led short programme

The following pan-African academic partnerships were renewed/signed and are presently active:

- MOU – Babcock University, Botswana
- MOU – Koforidua Technical University, Ghana
- MOU – Bamidele Olumilua University of Science and Technology, Ikere-Ekiti, Nigeria
- MOU – Ghana Communication Technology University, Ghana
- Ghana AIDS Commission
- Muteesa i Royal East Africa Research Network, Uganda

appointed as the coordinator for the Erasmus+ Programme (R22 million) and the Intra-Africa Scholarship Programme (R37 million).

The Scholarship Programme continued receiving support from the Zimbabwe Presidential Office, Gabon Scholarship, and the Chinese Consulate, with a total scholarship amount of R5.7 million provided.

The Directorate hosted several events, including hybrid and virtual information sessions on various scholarships and mobility schemes, in collaboration with entities such as the US Embassy, DAAD, and DHET. Additionally, Prof Letlhokwa Mpedi, Vice-Chancellor and Principal, hosted H.E. Ms Sandra Kramer, EU Ambassador to South Africa, for a luncheon to discuss and strengthen the strategic relationship between UJ and the EU.

## Fundraising and Administration

In 2023, the Directorate for Fundraising and Administration focused on managing international funding initiatives for student and staff mobility and overseeing administrative and governance aspects of the Division.

There was a marked increase in EU funding applications, particularly for Erasmus+ Capacity Building in Higher Education, and US Federal Grants. A total of R64,997,693 in international funding proposals was approved, including significant programmes such as Horizon Europe Africa Initiative and Erasmus+ Capacity Building for Higher Education. UJ was

## International Student Recruitment and Admissions

The Unit is responsible for global student recruitment and for assisting all international students in terms of registration queries.

# Research OVERVIEW



## 2023 headcount – formal degree/diploma and non-formal programmes

In 2023, UJ’s international recruitment and marketing efforts reached 2,616 undergraduate and 1,941 postgraduate students through both formal and non-formal programmes. As a member of the Council of International Schools (CIS) and its regional body CIS-EARCOS, UJ benefits from access to a network of international schools and career guidance resources.

The recruitment team visited schools in Botswana, Eswatini, Lesotho, Namibia, Uganda, Zambia, and Zimbabwe, including events such as the Botswana Human Resources Development Skills Fair and Career Clinics, the Harare International School Fair, and visits to various international schools in the region.

The Division for Internationalisation utilised the Keystone digital marketing platform for targeted campaigns, generating leads for all UJ programmes. This included a digital web banner campaign across several African countries, complemented by print adverts in Kenya, Lesotho, Tanzania, and Zambia. The team also engaged with guidance teachers in SADC, East, and West Africa to foster connections and support applications and admissions.

## Global Reputation (Marketing, events and visits)

In 2023, UJ’s global advertising efforts included the production of the 2024 Z-Card for international applicants, a newspaper print campaign in four African countries, and a web banner campaign across eight African nations.

### Key international engagements included:

- February: Dr Kakha Shengelia from Caucasus University, Georgia, visited UJ and received the Vice-Chancellor’s Distinguished Award for Global Excellence and Stature 4.0. A student exchange agreement with Caucasus University is in development.
- \*March: UJ’s Faculty of Education hosted Irish Minister of State Anne Rabbitte to strengthen ties between Ireland and South Africa.
- April: Vice-Chancellor Prof Letlhokwa Mpedi hosted H.E. Mrs Monica Geingos, First Lady of Namibia, for a discussion on creating equitable

spaces for women, as part of the UJ Women’s Forum.

- August: Brazilian Minister Anielle Francisco da Silva spoke on racial equality and South-South cooperation at UJ.
- August: During the BRICS meeting, Prof Mpedi hosted Mr Shen Haixiong from the Chinese Media Group (CMG) to discuss collaboration, resulting in a Letter of Intent for future cooperation.
- November: Prof Mpedi hosted the South Africa-Sweden University Forum (SASUF) meeting, with outcomes to be discussed at the SASUF Conference in Sweden in May 2024.

# Library and Information Centre

2023 marked a significant recovery and success for the Library and Information Centre (UJ LIC). Having navigated the challenges of the COVID-19 pandemic, the Library moved past earlier disruptions. In 2020, the Library effectively transitioned to online platforms, training over 22,000 undergraduates and seeing high online resource usage. However, engagement dropped in 2021 and 2022.

In 2023, responding to student feedback from a 2022 survey, the Library revitalised its services. It saw a resurgence in campus activity, with increased student attendance at training sessions and a record use of library resources.

Financially, the UJ Press achieved its first profitable year with R196,483 in profit. The Library generated R1,485,462.29 in third-stream income from vendor sponsorships, events, the Bindery, and the Makerspace. Internationally, the Library published its second book, \*Academic Libraries in Africa\*, edited by Prof Maria Frahm-Arp, who was also elected to the Worldwide Information Systems (WWIS) and EBSCO advisory boards.

## Usage of library resources

In 2023, UJ Library achieved extraordinary success with a dramatic increase in resource usage by both undergraduate and postgraduate students. This surge is attributed to new software implemented in 2022, making online resources easier to find and access. Usage of online journals and case studies increased by 110%, reflecting higher engagement.

### The statistics for 2023 show significant activity:

- E-books, e-journals, and e-case studies were frequently read and downloaded.
- A ‘read’ is defined as spending two minutes or more on the resource.

On average, each student, academic, research associate, and postdoctoral research fellow views 176 electronic resources annually, with variations in individual usage. This success indicates the library’s effective selection of resources and the impact of strong marketing and training efforts.

## Students visiting the library

In 2023, UJ libraries across all campuses experienced high student traffic. Key reasons for visits included the use of computers and plug points, the clean and quiet environment, and the helpful staff. Students rated the Library with a 95% satisfaction score in the 2023 UJ student survey. They particularly valued the computers and newly installed plug points, which were added to most libraries in 2023 and to the APK Library in early 2024. The general preference is for the Library to remain a tranquil study space.

The table below provides data on the number of individual users who accessed the campus libraries in August, a typical month with regular student registration but without the added pressure of exams. Each user is counted only once, regardless of how many times they visited the library.

Table 5: Number of people physically coming into the campus libraries

Campus	UG students	PG students	Academic staff	Faculty that uses library the most	Second faculty to use library a lot
APB	5,258	651	132	CBE 2,885	FADA 981
APK	17,521	2,005	165	CBE 8,028	HUM 3,157
DFC	7,835	567	48	FEBE 4,290	HS 1,952
SWC	4,597	443	20	CBE 2,977	EDU 822

# Research OVERVIEW



Below note are the number of users who have come into the library during a single day from 06:00 until 22:00. These numbers are averaged across August for specific days in one month. On average, 66% of users only came into the library

once during the day, but 34% of the users came into the library multiple times during the day, which accounts for the numbers in the table below note.

**Table 6: Average number of staff and students entering the campus libraries during the week**

Campus	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
APB	5,578	5,833	5,567	6,378	4,456	804
APK	21,465	27,701	20,852	26,265	15,110	4,216
DFC	9,342	13,771	10,566	10,762	7,441	1,602
SWC	5,510	7,179	5,716	6,696	3,972	937

## Library training sessions

During 2023, the Library trained 18 477 UG students and the highest number of PG students ever trained, with 7,442 PGs attending training sessions. The two faculties where almost all students attended library training were FADA, where 83% of students attended one or more training sessions, and Law, where 85% of students were trained. In the Faculties of Health Sciences and Humanities, just over half the students attended library training sessions: 69% of Humanities students and 58% of Health Sciences students. In the College, 44% of students received some form of information literacy training, while in Science 38%, in Education 31%, and in FEBE only 24% of the students attended one or more training sessions run by librarians.

## Learning support for students

In 2023, the UJ Library managed 122,335 queries, up by 9,688 from the previous year. These queries were handled through various channels, including

a chatbot, the 'Ask a librarian' service, and direct librarian interactions. The number of exam paper downloads increased significantly to 787,940, compared to 591,800 in 2022.

To assist postgraduate students, the Library introduced a programme focused on accelerating literature review writing for master's and doctoral students. The Humanities librarians made notable contributions, supporting 451 students individually, while the College of Economics and Business had only 63 participants. The programme is anticipated to grow as its benefits become more widely recognised.

The Libguides platform proved essential, particularly in the Faculty of Law, where students viewed Libguides an average of 80 times in 2023. The Library plans to expand and enhance Libguides for other faculties and modules in 2024.

## Research support

In 2023, the UJ Library hosted 244 events, including book launches, conferences, seminars, public lectures, and the VC's High Tea. These events supported academic debate on 4IR (79 events), decolonisation (14), pan-Africanism (24), and SDGs (49). The Library's Research Data Management site grew from 39 datasets in 2022 to 768 in 2023, with users increasing from 2,061 to 3,342.

The Library also supported Open Access, using nearly R10 million from the book budget for article processing costs (APCs) and negotiating transformative agreements, saving the University R17,976,251.60. Prof Maria Frahm-Arp, the Executive Director, served on the SANLic Board, working to secure better deals with publishers.



**"A key area that the Library aims to improve on is the amount of money raised through third-stream income."**

## Global Reach and National Leadership

In 2023, the UJ Library solidified its role as a thought leader in the global library community through its annual conference and various publications. The hybrid conference titled

'Imagining Sustainability' drew over 200 in-person and 74 online participants, offering free attendance thanks to vendor sponsorships. The Library also published "Academic Libraries in Africa," edited by Prof Maria Frahm-Arp, which explores the evolving landscape of academic libraries across Africa, highlighting innovative practices in challenging environments.

UJ Library staff further distinguished themselves internationally: Prof Frahm-Arp was elected regional chairperson of the OCLC board and served on several advisory boards including WWIS and EBSCO. Ms Mahlangu and Ms Mphahlele contributed to the CHELSA National Statistics Working Group and the 2024 SAOUG conference committee. Ms Zalekile was on the Clarivate Books Customer Advisory Board, while Ms Panday continued as a TEDx curator and ACU Ambassador. Mr van Zyl participated in the ASSAf National Scholarly Book Publishers Forum, and Mr Zulu was involved with the Oral History Association of South Africa and the SABS Archives/Records Management Committee.

## Third-stream income

A key area that the Library aims to improve on is the amount of money raised through third-stream income. In 2023, the Library realised a profit of R507,178.39 through the paid events, seminars, and conferences it organised for Departments and Divisions. The Bindery made a profit of R318,710 for the year, while the Makerspace made R49,563.70. Through sponsorship and fund raising, the Library brought in a further R610,000.

## UJ Press

At the end of 2023, the UJ Press had 96 titles in progress, 143 titles live on the website and hosted 18 journals. During 2023, the Press made a profit of R196,483 and published 33 books.



# Faculty PERFORMANCE



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The report details one College, one School, and seven Faculties, arranged alphabetically, reflecting a decade of adaptation to workplace and graduate skill demands.

In 2017, the Faculty of Management and Faculty of Economic and Financial Sciences merged to form the College of Business and Economics (CBE), with governance matching the seven Faculties.

In September 2020, the Johannesburg Business School (JBS) became an independent faculty,

reporting to the DVC: Academic from early 2021. This shift led to policy changes, staff restructuring, and new decision-making processes.

The term “faculty” includes both the College and JBS. Each operates under a Faculty Board, governed by UJ Statute and Charter, with Senate-approved Faculty Rules and Regulations. Faculty boards and committees support governance and strategic planning, aligned with institutional models and the Institutional Risk Register.

## 7.1 College of Business and Economics (CBE)

The report highlights a year of dynamic activity and intellectual vibrancy at the College of Business and Economics (CBE). Despite facing leadership transitions, a challenging global economic climate, and infrastructure issues, the CBE demonstrated resilience and progress.

Key achievements include:

- **Leadership and Support:** Establishing a diverse leadership team and enhancing student support through the Vice-Chancellor’s Double Our Future Impact campaign, with notable acts of generosity from staff towards student fees and debt relief.
- **Community Engagement:** Active participation in Mandela Day initiatives, including cleaning tasks at Helen Joseph Hospital.
- **Event Highlights:** Successful events like ‘Connecting Pathways for Sustainable Social Impact’ and distinguished lectures by prominent figures such as South African Reserve Bank Governor Mr Lesetja Kganyago and economist Prof Mariana Mazzucato. Noteworthy events included ‘High Tea with the VC’ and the ‘Eagles Fly Above the Storm Women’s Conference 2023,’ featuring Ms Nonkululeko Gobodo and Ms Nolwazi Mamorare.
- **Academic Excellence:** Improved student success rates and a vibrant research environment, with a second-place finish at UJ Staff Day celebrations showcasing diversity and Basotho culture.

### Staff

The CBE boasts a diverse workforce with 59% female representation among its 515 staff members. There is a growing international presence, with 17% of academics originating from abroad. Academics constitute over two-thirds of the staff, and 46% hold doctoral degrees, up from 42% the previous year. The CBE prioritises a diverse and inclusive workplace, fostering a culture of continuous learning and supporting staff in pursuing higher education through resources like teaching relief and research assistance. Dr. Modi Hlobo recently made history as the first black staff member of the CBE’s School of Accounting to earn a PhD in Accounting, showcasing our commitment to academic excellence and diversity.

### Staff development

Staff development at the College of Business and Economics (CBE) encompasses academic writing, research methodologies, leadership, and data analysis workshops. Well-being initiatives focus on stress management and mental health, with an emphasis on resilience and agility within the School of Management. Research Week featured scholars such as Profs SF Wamba and Nripendra P Rana. Leadership potential is fostered through programmes like AAMP and succession planning, with Dr Bvuma participating in the UJ Women in Leadership Development Programme. Gender balance in promotions saw designated groups well-represented at 56%, with women making up 31% of promotions. Notable promotions included Dr Abieyuwa Ohonba, Dr Eric Blanco Niyitunga, and Dr Renjini Joseph, while Profs Goldman, Adekambi, and Hill delivered inaugural lectures.

# Faculty PERFORMANCE



## NRF-rated researchers

There has been a notable increase of nine NRF-rated researchers compared to 2022, bringing the total to 46. These include Prof T Greyling, who achieved a B rating to join Profs Nunkoo, Rogerson, and Riedel. These scholars are recognised by their peers for the exceptional quality and impact of their recent research contributions.

## Enrolment and student profiles

CBE enrolls over 18,600 students, representing 35% of the University's total student body. The College is committed to promoting equality, diversity, and inclusion, evident in its diverse student composition: 92% black, 2% coloured, 3% indian, and 3% white, including international students. International students comprise over 7% of the CBE student population. There is a notable increase in gender balance, with women accounting for 59% of undergraduates and 56% of postgraduates. Additionally, the proportion of students admitted with an Admission Point Score (APS) of at least 35 has risen significantly, from 50% to 62% compared to the previous year.

## UG and PG graduates

CBE recorded a notable increase in graduates, with 4,914 students set to graduate, marking an 11% rise from the previous year. This growth is driven by undergraduate programmes, which account for 73% of graduates. Postgraduate figures include 1,162 honours and diplomas, 141 master's, and 25 doctorates. Notably, 56% of doctoral graduates were black South African candidates, a significant increase from 43.3% in 2022.

Acknowledging financial constraints and the challenges faced by part-time postgraduate students, we are dedicated to implementing strategies that provide comprehensive support. In May 2023, we launched a supervisor toolkit designed to guide both supervisors and students through the research process, offering invaluable resources and support at every stage.

## Student access and success and support for students

CBE achieved an 88% undergraduate module success rate in 2023, a notable increase of 4.3 percentage points from the previous year. This improvement is due to enhanced support measures such as additional tutorials and revision sessions.

The School of Accounting excelled with a 95% first-time pass rate in the SAICA Initial Test of Competence, with Tasmiyah Bodhania, Yorisha Nankoo, and Luke Wessels achieving over 75%. Alumnus Ismaeel Ayob was recognised on SAICA's Honours Roll.

CBE students had the highest pass rate in Africa for the CGMA FLP Strategic Case Study exam over the past three years. They also performed well in competitions, including securing top positions in the Financial Planning Case Study Competition and excelling in the NEMISA Datathon, CFA Institute Research Challenge, and JSE Investment Challenge.

The College supported student success through exam packs developed with the Student Representative Council (SRC) and launched an academic integrity campaign in partnership with UJ Student Ethics and Judicious Services.

## UJenius recruitment

The UJenius Club continues to recognise top-performing senior students at UJ, providing them with various incentives and enrichment opportunities. The number of Orange Carpet students eligible for the UJenius Club has increased by 28% in the past year. However, the count of senior students meeting ongoing participation criteria has declined by more than half. This decrease may stem from criteria misalignment between Orange Carpet status and UJenius Club requirements, compounded by the challenging high school to university transition. The UJ 101 programme is expected to play a pivotal role in addressing these transitional challenges for first-time university students.

## Programmes

CBE has enhanced its graduate offerings with new qualifications, including the Bachelor of Commerce Flexible, Master of Information Systems, and PhD (Development and Innovation). We achieved top rankings in Business and Economics in South Africa and Africa and are ranked #6 globally in Hospitality and Tourism Management. The Department of Industrial Psychology and People Management was recognised as the Best Academic Department at SIOPSA. Our programmes are accredited by bodies such as SAICA and ACCA. Innovations like 4IR-focused initiatives and the SUCSESS project, which incorporates virtual reality and MAXHub technology, boost learning. Enrichment modules such as African Insights and AI in 4IR support high employability, with 87.3% nationally and 81.3% internationally employed within a year. We also support entrepreneurship, with 46 alumni starting businesses in 2023, facilitated by partnerships like

Enactus South Africa and work-integrated learning opportunities.

## Research Outputs

In 2023, CBE significantly expanded its research output, achieving 1,256 publications approved for submission to DHET. This includes 738 research output units (ROUs), comprising 83% articles, 8% books and book chapters, and 9% conference proceedings, up from 677 ROUs in 2022. These achievements underscore CBE's dedication to academic excellence and its pivotal role in advancing UJ's research agenda. Additionally, the second edition of the Handbook of Innovation Indicators and Measurement, edited by Profs Fred Gault, Anthony Arundel, and Erika Kraemer-Mbula, was released, further enhancing CBE's scholarly contributions.

## Impact

In 2023, CBE significantly increased its research impact, with 762 publications listed in Scopus, marking a 13% rise from the previous year. The College demonstrated strong commitment to SDGs, notably SDG 1 (No poverty) with 331 publications, and SDG 8 (Decent work and economic growth) with 301 publications. These efforts reflect CBE's dedication to addressing critical societal challenges in South Africa, including poverty alleviation and economic development. Additionally, CBE's multidisciplinary approach extended to SDG 9 (Industry, innovation and infrastructure), underscoring its role in fostering innovation and infrastructure development. Prof Talita Greyling's work on COVID-19 and happiness was recognised as a top-cited article by Wiley Publishers.

## PDRFs

CBE's postdoctoral research fellows (PDRFs) significantly increased their collective research contribution to 97 ROUs in 2023, up from 88.98 ROUs the previous year. This growth highlights their enhanced research activities and output quality. The number of PDRFs grew from 71 to 81 by year-end, including 10 senior PDRFs, showcasing CBE's proactive approach to advancing its research agenda. These senior PDRFs, recognised for their high-calibre scholarship, exemplify the institution's commitment to fostering impactful research and scholarly excellence.

# Faculty PERFORMANCE



## Research structures

Within CBE, a vibrant ecosystem of research and community development initiatives thrive, each led by dedicated experts committed to advancing knowledge and societal well-being:

- The Institute for Transport and Logistics Studies (ITLS), Africa, overseen by Prof Noleen Pisa.
- The Food Evolution Research Laboratory (FERL), under the direction of Dr Hema Kesa.
- The Centre of Local Economic Development (CENLED), guided by Prof Marius Venter.
- The Centre for Competition, Regulation, and Economic Development (CCRED), led by Prof Thando Vilakazi.
- The Centre for Public Management and Governance, headed by Prof Vain Jarbandhan.
- The Public and Environmental Economic Research Centre (PEERC), under the leadership of Mr Jugal Mahabir.
- The Technopreneurship Centre, directed by Mr Ronny Mabokela.
- The Centre for Applied Data Science (CADS), led by Mr Siyabonga Mhlongo.
- The Centre for Work Performance, under the guidance of Prof Nicolene Barkhuizen.
- The Wholesale and Retail Seta Leadership Chair (Gauteng), led by Dr Beate Stiehler-Mulder.
- The TETA 4IR Research Chair, overseen by Prof Noleen Pisa.

- The DHET-NRF SARCHI Chair in Entrepreneurship Education, led by Prof Cecile Nieuwenhuizen.
- The DST/NRF South African Research Chair in Industrial Development, headed by Prof Fionna Tregenna.
- The DST/NRF/Newton Fund Trilateral Research Chair in Transformative Innovation, the Fourth Industrial Revolution (4IR), and Sustainable Development, directed by Prof Erika Kraemer-Mbula.

## Research funding

CBE significantly exceeded its research funding goals, with funding increasing from R28.9 million in 2022 to R34.77 million in 2023. The breakdown includes:

- National Research Foundation (NRF): R9.62 million
- International Contract Research: R5.54 million
- Research funding from within South Africa: R11 million
- Non-obligated research income: R8.6 million

This strategic diversification in funding highlights CBE's alignment with national research priorities and its capability to secure competitive funding, reinforcing its commitment to research excellence and innovation.

## Joint programmes, exchange programmes, study abroad programmes (including virtual)

CBE has actively pursued international collaborations to enrich student experiences and advance academic discourse:

- Ms Chante van Tonder undertook the first joint doctorate with Vrije Universiteit Amsterdam under the NRF-NUFFIC programme.
- Collaborative training programmes with Glasgow Caledonian University, such as railway operations management, enhance specialised skills.
- Co-hosted conferences and events included a joint conference with the Italian Embassy and hosted international scholars like Profs Bartosz Kurek and Ireneusz Górowski from Krakow University of Economics.

- Initiatives like Africa-by-Bus exposed 40 students to foreign markets, international business, and African cultures, aligning with the Free African Trade Policy.
- Academic dialogues at events like the Conference on Risk and Uncertainty in Finance and Economics (RUFE) with Bielefeld University and the ACER week conference in Mauritius addressed competition and regulatory issues.
- The Trilateral Chair focused on informal innovation in South Africa in collaboration with Utrecht University and MIT Sloan School of Management, supporting development through innovation.
- Participation in international workshops, conferences, and Forums provided students and researchers with global exposure and opportunities for cutting-edge research contributions.



# Faculty PERFORMANCE



## 7.2 Faculty of Art, Design and Architecture (FADA)

The Faculty of Art, Design and Architecture (FADA) is distinguished by its advanced facilities and dedicated faculty. It includes nine departments, such as Architecture, Fashion Design, and Graphic Design, and offers various degree and diploma programmes. FADA also manages the UJ Arts and Culture, featuring the UJ Arts Centre and UJ Art Gallery, as well as research centres like VIAD and the NRF SARChI Chair in South African Art History and Visual Culture.

Facilities include studios, labs, workshops, and a FabLab, with the APB campus housing a gallery, library, auditorium, lecture halls, and Design Café. Despite leadership transitions, including the departure of Prof Stephane Laurent, 2023 saw FADA successfully launch strategic initiatives such as the Master's in Art Therapy, relocate the GSA to improved facilities at JBS Campus, and increase creative outputs for DHET accreditation. Acting Executive Dean Prof Desiree Smal effectively managed these changes and aligned with the university's evolving strategies.

### Staff

In 2023, FADA had a total of 89 permanent and full-time contract members of staff. These comprised 61 academic staff, 27 administrative and support staff, and one executive. In total, 49.8% of Faculty

staff were from designated groups and 8.9% were international. The Faculty Management Committee comprised 85.7% designated and 14.3% non-designated members. Female staff remained the majority at 60.7% with 39.3% male. In 2023, 19 academic staff (29%) held doctoral degrees.

### NRF-rated researchers

In 2023, Prof Alison Kearney, Prof Deirdre Pretorius, Prof David Paton, and Mr Alexander Opper were awarded NRF ratings, bringing the total number of NRF-rated researchers in the Faculty to eleven (17% of academic staff):

- > Prof B Schmahmann, B2
- > Prof L Farber, C1
- > Prof D Paton, C1
- > Prof K Berman, C2
- > Prof P Hobbs, C2
- > Prof A Kearney, C2
- > Mr A Opper, C2
- > Prof D Pretorius, C2
- > Prof K von Veh, C2
- > Dr I Bronner, Y1
- > Dr S Barnabas, Y2

## Enrolment and student profiles

In 2023, FADA had a headcount enrolment of 1,488 students, of which 1,178 (79%) were undergraduates and 310 (21%) postgraduates. The majority were black (68%), with 21% white, 7% indian and 6% coloured. Female students were in the majority at 54% of undergraduate and 60% of postgraduate students.

The majority of students (77%) were enrolled in undergraduate degree programmes, with 19% in undergraduate diplomas and certificates and 4% in advanced diplomas. A total of 40% of postgraduate students were enrolled for master's qualifications, with 49% in postgraduate below master's and 12% for doctorates.

## UG and PG graduates

There was a total of 499 graduates, 60% of whom were undergraduate and 40% postgraduate.

## Student access, student success and support for students

The Faculty's average success rate increased by 0.8% to 86.1% in 2023, with the dropout rate having reduced to 12.5%, 3.6% lower than in 2022 (16.1%). However, at 32.3%, the total graduation rate for undergraduate programmes was 4% lower than the 36.2% recorded in 2022. In 2023, the Faculty conferred a total of 499 undergraduate diplomas and degrees.

## UJenius recruitment

Although the number of FADA students with a high APS decreased by only 0.6% from 2022, FADA experienced a 0.9% increase of students from Quintile 5 schools. In 2023, 39 students were part of the UJenius Club, a decrease from 47 students in 2023.

## Programmes

In 2023, the inaugural MA in Art Therapy cohort graduated, marking a key development in addressing South Africa's psychological challenges through arts-based healing and resilience.

The Department of Architecture received unconditional accreditation from the South

African Council of Architects (SACAP) for all three programmes, including the advanced diploma introduced in 2021. This accreditation guarantees module and credit transferability both nationally and internationally, in line with the Canberra Accord.

Similarly, SACAP granted unconditional accreditation to the Graduate School of Architecture (GSA), affirming its commitment to high standards in architectural education.



**"The Multimedia Department is broadening its scope to include future literacies such as African futures and speculative design."**

## Innovative teaching and learning

FADA emphasises innovative and industry-aligned teaching while advancing a decolonised curriculum. Highlights include the Fashion Department's Drum magazine exhibitions with Durban University of Technology, and the Interior Design Department's collaborative projects like the Digital Fabrication initiative with FADA Gallery and FabLab, and the Small World School design.

The Multimedia Department is broadening its scope to include future literacies such as African futures and speculative design. The Industrial Design Department used a Teaching Innovation Grant to integrate 4IR technologies into student projects, including 3D printing.

Additionally, around 300 second-year students engaged in the FADA Interdisciplinary Theatre Programme, which in 2023 featured a production of '1001 Nights,' directed by Jade Bowers, fostering cross-disciplinary skills and creative development.



**"FADA emphasises innovative and industry-aligned teaching while advancing a decolonised curriculum."**

# Faculty PERFORMANCE



## Industry-linked teaching and learning

The Department of Industrial Design initiated an industry-linked project with AXOR, an international tap brand, for its first-year students. This project aims to introduce design-for-manufacture initiatives, allowing students to produce their designs and generate third-stream income, while also launching the FadaFeel initiative to showcase and reward student creativity.

To enhance student participation and success, FADA students engaged in national competitions and workshops. A notable collaboration between KFC and UJ FADA included a masterclass by Russell Abrahams, founder and creative director of Cape Town's Yay Abe illustration studio. This approach provides students with valuable industry experience and recognition in the competitive design landscape.

## Teaching and learning with 4IR

FADA is advancing 4IR technologies in its teaching. The Multimedia Department focuses on XR technologies, such as augmented and virtual reality, to lead digital design education in South Africa.

In 2023, Industrial Design students integrated 4IR themes into projects, exploring 3D printing, VR sketching, and sustainable materials. The Department also played a key role in FabLab coordination. First-year BA Fashion Design students worked on human-centred design projects, creating wearable safety devices, while second-year Industrial Design students showcased 'Digital Crafting' at the 2023 Ceramics Invitational Exhibition.

Graphic Design students developed innovative 4IR solutions, including augmented reality children's books and virtual reality applications. The revamped SADC Buna website, recognised with the 2023 Dean's Award, demonstrates their immersive design capabilities.

## Student support

In 2023, FADA enhanced student support with a comprehensive tutor network, regular student-lecturer consultations, and departmental mentorship programmes. The nine-member mentorship programme, led by Tamara Francis, provided crucial support for student integration and community building.

First-year Orange Carpet students were welcomed with a tour of the UJ Gallery, curated by Eugene Hön, and a lunch hosted by Amanda Breytenbach and Ms Francis. Additionally, Ms Francis organised the Dean's Merit List event to honour top-performing students in each department.

## Student achievements

In 2023, FADA students achieved remarkable success. Fashion students Kgotsofalo Mohau Monyamate and Botshelo Molete were finalists in the AFI Fasttrack programme, with Monyamate winning the menswear category at Durban July and Takuta showcasing at SA Fashion Week.

Second-year Industrial Design students excelled in the DTI Furniture Design Competition, with Tshepiso Motau winning first place, Daniel de Sousa second, and Bongani Radebe third.

In Interior Design, Mawande Mdluli won the KSA Decorex stand design competition, and Tiago Goncalves was second in the PG Bison 1.618 competition. Graphic Design students Sana Machabi and Philasande Masoga achieved success at the Pendering Awards, with the department earning three Silver Awards and 14 finalists.

## UJ Arts and Culture

UJ Arts and Culture is central to hosting a wide range of university and external events, such as Senate and Faculty board meetings, conferences, concerts, festivals, and theatre productions. The Division supports the University's strategic objectives through the Creative Output Stimulus Programme, which aids creative output submissions and institutional research.

The Arts Academy Extracurricular Programme offers free activities for students, including the UJ Choir, drama classes, photography club, ballet, Afro-fusion, contemporary dance, poetry classes, workshops, and slam competitions. The programme culminates in a weeklong year-end showcase. In 2023, 898 students auditioned for the UJ Arts Academy and UJ Choir, with 298 qualifying for cultural bursaries.

Arts and Culture also contributes to employment readiness and mentorship through a CATHSSETA-funded internship programme. Productions like 'Hlakanyana' and 'Echoes of Heritage' earned acclaim, receiving Naledi Theatre Awards and a Vryskitters Award for Best Musical Composition.

The Division's activities achieved significant publicity, with an Advertising Value Equivalency (AVE) of R17,793,774. The UJ Choir reached an estimated audience of 11,915 through various concerts, while the Arts Centre recorded a total footfall of 28,853 across 69 events.

## Research and Innovation – Footprint and Impact

In 2023, the audited output of the Faculty's 2021 submission recorded 62 publication units. Preliminary figures for 2023 show 52.88 textual research units and 17 creative research projects awaiting accreditation. Textual outputs decreased from 54 in 2022 and 61 in 2021. However, the number of creative research projects has steadily increased from two in 2019 to 17 in 2023, indicating sustained growth in creative research engagement. FADA has also expanded its intake of Postdoctoral Research Fellows (PDRFs) over the past three years.

## FADA research centres

FADA has two research centres, Visual Identities in Art and Design (VIAD), headed by Prof Leora Farber, and the SARChI Chair in South African Art and Visual Culture, headed by Prof Brenda Schmahmann.

## VIAD Visual Identities in Art and Design

In July and August 2023, VIAD hosted the 'SIM | BIO | ART: Intra-acting at the critical node between microbiology and contemporary art' exhibition at the FADA Gallery. This event marked the launch of the Creative Microbiology Research Co-lab (CMRC) and the bioart/design laboratory within the FADA FabLab. The CMRC, a collaboration between VIAD and the Water and Health Research Centre in the Faculty of Health Sciences, received significant public and media attention.

Additionally, the publication 'The Imagined New (or What Happens When History is a Catastrophe? Volume 1: Working Through Alternative Archives: Art, History, Africa, and the African Diaspora,' was released. This volume resulted from a workshop co-hosted by the Center for the Study of Slavery and Justice (CSSJ) at Brown University, featuring curated conversations and interdisciplinary engagements.

## SARChI Chair in South African Art and Visual Culture

In November, the SARChI Chair hosted the international conference 'Monumental Developments: Contemporary Approaches to Commemorative Public Art\*', featuring global scholars.

Another key event, 'Indigeneity and Visual Sovereignty: Rendition, Heritage, Vision\*', was held in collaboration with Karlstad University, Linnaeus University, and the University of Pretoria at the !Khwatla San Cultural Heritage Centre.

Additional events included two guest lectures by Staffan Löfving from Karlstad University: 'The Moving Stills of Sarajevo: A Visual Anthropology\*' on 3 May and 'Gifts in Art and Anthropology\*' on 17 November.

The Centre also exhibited 'Mandela's Roots\*', showcasing unreleased photographs by Bonile Bam, complemented by the symposium 'Lens in the Landscape: Responses to Bonile Bam.

# Faculty PERFORMANCE



## Research funding

The Department of Visual Art secured a R1 million grant from the VLIR-UOS Foundation, facilitated through the Royal Academy in Antwerp. This funding, designated for scholarships and travel, enabled Wilma Mutize, a master's student, to embark on a three-month residency at the Academy.

In addition to the R2.95 million the NRF SARCHI Chair in South African Art and Visual Culture receives from the NRF, the Centre secured additional funding to the value of R225,961 from the University of Karlstad in Sweden, the Music, and Letters Trust in the UK, and the HSRC.

## Partnerships, stakeholders and community engagement

The Faculty maintains membership in key professional organisations, such as the Cumulus Association, Design Education Forum of Southern Africa (DEFSA), South African Council of Architecture Profession (SACAP), and the African Institute of Interior Design Profession (IID). Through these affiliations, FADA stays aligned with design industries, keeping its professional programmes relevant.

All departments within FADA actively engage with principles of active citizenship, both in theory and through various community outreach projects. This commitment underscores FADA's dedication to nurturing socially responsible practitioners who contribute positively to their communities and broader society.



In 2023, FADA awarded an honorary doctorate to the revered South African sculptor, Noria Mabasa.

## Honorary doctorate

At the April graduation, FADA awarded an honorary doctorate to the revered South African sculptor, Noria Mabasa, in acknowledgement of her role in decolonising South African art, promoting diverse cultural practices, and advocating for women's rights. A custodian of indigenous knowledge, a respected teacher, and a recipient of numerous national and international awards, Mabasa is celebrated for her pottery, ceramic, and wooden sculptures.

## 7.3 Faculty of Education

The Faculty of Education aims to transform education practice and research for social justice in South Africa, aspiring to global significance while addressing local needs. It prepares educators and researchers for an evolving world impacted by the Fourth Industrial Revolution (4IR).

The Faculty offers teacher education programmes at NQF Level 7, postgraduate qualifications up to NQF Level 10, and continuing education for practising teachers and Department of Education officials. Programmes are delivered across Soweto Campus (SWC) and Auckland Park Kingsway Campus (APK).

Three academic departments – Educational Psychology, Education Leadership and Management, and Childhood Education – operate on SWC. The Department of Childhood Education partners with Funda UJabule teaching school. The Centre for African Languages Teaching (CALT@UJ) trained 140 Grade R teachers in 2023.

SWC hosts the Department of Educational Psychology, offering child development courses and a Master's in Educational Psychology. The Centre for Neurodevelopmental Learning Needs expanded its outreach in Soweto. The Department of Education Leadership and Management offers advanced diplomas and online Honours and Master's qualifications, primarily targeting school leaders. These departments also support secondary school teacher education at APK.

APK houses the Departments of Education and Curriculum Studies and Science and Technology Education, offering popular postgraduate programmes like Science Education and ICT in Education. The NRF Chair in Teaching and Learning and the Ali Mazrui Centre for Higher Education Studies focus on higher education. The Centre for Education Rights and Transformation (CERT) and the SARCHI Chair in Community, Adult and Worker Education (CAWE) are located at APB Campus.

## Staff

In 2023, the Faculty of Education employed 95 full-time permanent academic staff, including the Executive Dean, with 86% holding doctoral degrees. The staff consisted of 15 assistant lecturers, 27 lecturers, 20 senior lecturers, 20 associate professors, and 13 professors. The gender distribution was 37% male and 63% female. Among 21 administration and support staff, 76% were designated and 24% non-designated, with a gender split of 29% male and 71% female. The academic leadership team included eight designated and one non-designated staff member, with seven females and two males. Additionally, the Faculty's AL programme supported 14 assistant lecturers, focusing on nurturing new scholars and addressing teaching needs in critical areas.

## Staff development

In 2023, academic and administrative staff had access to various development opportunities, including UJ-led initiatives, faculty-specific training, and external masterclasses and workshops. The Faculty also organised breakaways for staff to strategise on UG programmes and apply research findings to learning practices.

Notable achievements include Dr Kathleen Fonesca, Dr Daphne Mawila, and Dr Sadi Seyama completing the UJ Women in Leadership Development Programme. Dr Suraiya Naicker finished the Research Leadership Programme, while Dr Parvathy Naidoo and Dr Nancy Mabaso completed the Emerging Leader – Leadership Development Programme.

# Faculty PERFORMANCE



## NRF-rated researchers

The Faculty's NRF-rated researchers numbered 26 in 2023:

- Y-rated (40-year old researchers with potential to establish themselves): Dr Andrew Carolin.
- C-rated (established researchers): Profs Jace Pillay, Chris Myburgh, Raj Mestry, Shireen Motala, Gert van der Westhuizen, Nadine Petersen, Piet Ankiewicz, Elizabeth Henning, Yu Ke, Caroline Long, Leila Kajee, Salim Vally, Sarah Gravett, Kakoma Luneta, Maximus Sefotho and Dr Pontso Moorosi.
- B-rated (internationally acclaimed researchers): Prof Linda Chisholm, Prof Umesh Ramnarain. Some of the FEs Distinguished Visiting Professors (DVP) are also included in this category, namely Profs Kerry Kennedy, Elias Mpofu, Carmel McNaught and Jari Lavonen.
- A-rated researchers (leading international researchers): two DVPs, Tony Onwuegbuzie and Philip Hallinger, are included here.

## Enrolment and student profile

Between 2019 and 2023, headcount enrolment in the Faculty of Education increased to 4,788. Enrolments in Initial Teacher Education (ITE) programmes, including the BEd and PGCE, totalled 3,046. Advanced Diploma enrolments varied due to special contracts with provincial education departments. Postgraduate student numbers grew steadily from 976 in 2019 to 1,373 in 2023. The undergraduate student profile was predominantly black at 90%, with smaller percentages of coloured (3%), asian (0%), indian (2%), white (3%), and other (2%). For postgraduate students, the profile was 70% black, 7% coloured, 7% indian, 16% white, 0% Asian, and 0% Other.

## Undergraduate (UG) and postgraduate (PG) output

The academic performance of students was generally satisfactory at UG degree levels. The Advanced Diploma category (which includes the PGCE) also performed well. Output in PG qualifications is steady at master's and doctoral level with an increase noticeable at PG diploma and honours levels.

## Student access, success, and support

Student enculturation and support remained a priority for the Faculty in 2023. The Vice-Dean: Teaching and Learning (Prof Batchelor) and a lecturer from SWC (Mr Baloyi), with the assistance of 10 tutors, ran a year-long First Year Experience (FYE) seminar, comprising a series of workshops. Various other Faculty initiatives also addressed continuing student success. All ITE students were addressed by the South African Council for Educators (SACE) about registration, management of professional development and inculcation of a code of ethics for all educators.

## UJenius recruitment

In 2023, five students were featured on the UJenius list, and 174 Orange Carpet students were admitted. The Orange Carpet students had a welcoming event in the Nadine Gordimer room in the library. Key now is ensuring that Orange Carpet students are supported to retain their academic scores to transition into becoming UJenius students. Dedicated tutors support the students.

## Programmes

All Initial Teacher Education (ITE) programmes are managed by the Vice-Dean: Teaching and Learning, with quality oversight from chairs of the quality committees. Subject specialisations for high school teacher education are provided by the Faculties of Science, Health, Humanities, and the College of Business and Economics. Quality committees report to the Faculty's Teaching and Learning Committee, which in turn reports to the Faculty Board.

The Makerspace at Funda UJabule, funded by the Gauteng Education Department, allows pre-service teachers to explore making as a pedagogy. Additionally, the Faculty's school-based student teacher (SBST) programme for the Foundation Phase, which collaborates with partner schools, completed its third year in 2023. The Executive Dean remains a voting member of the Teacher Internship Collaboration South Africa (TICZA) steering committee.

## Curriculum innovation: Decolonisation, the integration of 4IR and the SDGs

The imperatives of innovation, decolonisation, and the integration of 4IR and the SDGs in the academic programmes found expression in many of Faculty's activities and research, all of which contribute to the graduate attributes desirable for teachers and educational practitioners and leaders. For example, the Department of Educational Leadership and Management, with their new ways of thinking about leadership and new metaphors of leadership, provided inclusive and productive ways to understand leadership.

UJ's focus on 4IR and the infusion of technology in academic activities and research also featured in the form of workshops focused on science of learning principles and infusing 21st century competencies into modules, including coding and robotics and the exposure of students to online platforms for learning. See <http://virtualbiologylab.org/ModelsHTML5/IslandBiogeography/IslandBiogeography.html>.

In 2023, the Faculty's programmes integrate various Sustainable Development Goals (SDGs) at the module level. The Physical Education curriculum supports SDG 3, promoting good health and well-being. Education Studies 1B addresses SDGs 5 and 10, focusing on societal inequalities. The Curriculum Studies Honours programme aligns with SDG 4, emphasising inclusive, equitable quality education and lifelong learning. Research projects also contribute to SDGs, such as an NRF-funded study led by Prof Kajee on immigrant literacies and social justice, addressing SDGs 4 and 16.

## Continuing Education Programmes (CEPs)

The Faculty had a number of CEPs, which enable it to contribute to the disciplinary field and generate much needed third-stream income. The number of short learning programmes (SLPs) increased to 15 in 2023.

## Research and innovation – footprint and impact

The Faculty's research output continues to grow steadily with a submission of 324.61 research output units against a target of 230.

# Faculty PERFORMANCE



## Impact

The impact of the Faculty's research and innovation is evident, firstly in an increase to 98.1% of articles published in international journals, and 26% with a focus on 4IR. The Faculty of Education continues to lead the way in the scholarship of teaching and learning (SoTL) with 53% of its submissions, and several publications focused on SDG 4 (Quality education) and SDG 3 (Global health and well-being).

## PDRFs

The number of PDRFs has grown to 52 with a concomitant increase in the number of supervisors. The PDRF cohort contributed 36% of the accredited research output units from the Faculty.

## Research structures

In 2023, the Faculty's research initiatives saw significant progress across its SARChI Chairs and research centres.

The SARChI Chair in Education and Care in Childhood, led by Prof Pillay, established the Child and Youth Mental Health Profiling System (CYMHPS) across Gauteng, KZN, and Mpumalanga, creating South Africa's first national database on child and youth mental health. The Chair also partnered with the DBE and Johns Hopkins University to train professionals on the Common Elements Treatments Approach.

Prof Henning's SARChI Chair in Integrated Studies of Learning Language, Science, and Mathematics focused on how language and cognition intersect in early education. The Chair adopted functional near-infrared spectroscopy (fNIRS) to study children's responses to mathematical concepts and related anxieties. It also publishes the South African Journal of Childhood Education, listed in Scopus and ESCI.

Prof Shireen Motala, NRF Research Chair in Teaching and Learning, concentrated on post-school education with a focus on social justice and structural inequities. The Chair built key local and international research partnerships, promoting multi- and transdisciplinary approaches.

The DHET-DST/NRF SARChI Chair in Community, Adult and Worker Education (CAWE) collaborated with NMMU's CIPSET and produced a report on community education. Supported by DVV International and DHET, CAWE also facilitated the Global Leadership Training Programme for Sustainable Development in Africa with UNU.

Prof Bam, newly appointed Director of the Centre for Education Rights and Transformation (CERT), brought her expertise in African feminist indigenous knowledges and literacy. She was awarded the NIHSS Award for Best Non-Fiction Monograph and nominated for the African Studies Association of Africa Award. She also organised an online global dialogue on the Sarah Bartmann Exhibition.

The Ali Mazrui Centre for Higher Education Studies (AMCHES) focuses on various aspects of higher education, including leadership, finance, and policy. The Centre collaborates globally and publishes the book series "African Higher Education: Developments and Perspectives" with Brill.

## Research funding

Research funding amounted to R11,546,096. The bulk of the funding was from the National Research Foundation.

## Joint programmes, exchange programmes, study abroad programmes (including virtual)

The FE continued to expand on its network of collaborators nationally and internationally. Several new collaborations were finalised in 2023. A highlight for the Faculty was a visit by the Irish Minister of Disabilities in the Department of Children, Disability, Equality Integration, Minister Anne Rabbitte, to the Centre for Neurodiversity on the Soweto Campus on 16 March 2023 (<https://www.thisability.co.za/2023/03/21/irish-disability-minister-visits-uj-centre-of-neurodiversity/>).

In 2023, research-intensive entities within the Faculty engaged in a range of international collaborations and exchanges. CERT, part of the BRICS programme, advanced its digital archives project within the Worldwide University framework, facilitating several virtual and physical exchanges for staff and students.

AMCHES initiated a staff mobility programme with the University of Tampere in Finland, funded by the European Union Erasmus+ Programme. Additionally, exchanges included collaborations with Prof Iris Clemens from the University of Bayreuth, Germany, and Prof Dhruv Raina from the Zakir Husain Centre for Educational Studies in India.

From the Department of Educational Psychology, partnerships included a joint online doctoral seminar with the University of Southern California Rossier and student interactions with the University of North Carolina at Charlotte, focusing on community engagement.

The Erasmus+ Programme also supported a visit by Dr Penn from Childhood Education to Afyon Kocatepe University in Turkey. In SciTechEd, a project with the University of Johannesburg and the Swiss Distance University of Applied Sciences, funded by Unity Social Impact and Meta Immersive Learning, developed a VR classroom application to enhance microteaching practices for pre-service science teachers.



# Faculty PERFORMANCE



## 7.4 Faculty of Engineering and the Built Environment

In 2023, the Faculty of Engineering and the Built Environment (FEBE) had a total student headcount of 9,765, up from 9,254 in 2022. This increase underscores FEBE's role in the University's strategic growth within the Science, Engineering, and Technology (SET) sector and aligns with national efforts to address skills shortages. Notably, FEBE saw 200 more first-time entering students, shifting the enrolment distribution to 74% undergraduate and 26% postgraduate. The Faculty has demonstrated stability and growth in key areas while remaining adaptable to external changes. Student satisfaction remains high, with rates of 89% for undergraduates and 86% for postgraduates.

### Introduction

FEBE has continued to significantly contribute towards all strategic objectives of the University. FEBE lives the 4IR strategy of the University, evident in the use of innovation, technology, and the Faculty's agility and adaptability to ensure business continuity. The Faculty's societal impact is significant, in that FEBE's philosophy towards teaching, research and special projects endeavours to reach and uplift communities.

### Staff

Engineering remains a critical skill in the labour sector, and FEBE has worked hard to attract and retain skilled staff despite competitive industry salaries. The Faculty has maintained a steady academic staff complement of 184 permanent members, supported by 44 support staff and 56 technical staff, totaling 284 staff members. Although there have been resignations, the overall staff number has remained constant.

FEBE has significantly encouraged staff development, with 117 academic staff members holding doctoral qualifications and 57 being NRF-rated. Efforts to increase these numbers are ongoing. The Faculty is also preparing for the implementation of the Identification of Engineering Work Regulations, which require academics teaching modules that assess graduate attributes to be professionally registered with ECSA. Workshops and training sessions are in progress to assist with this registration process.

In 2023, FEBE academics achieved notable recognition. Prof Kapil Moothi from the Department of Chemical Engineering Technology won the Transunion Rising Star Award in the Service: Public and Private category. Prof TC Jen, Head of the Department of Mechanical Engineering Science, received the Best Paper Award from the Engineered Science Society, USA. Prof Tebogoo Mashifana, Head of Chemical Engineering Technology, was honoured in three categories at the HERS-SA Higher Education Women Leaders Awards. Additionally, Precious Maputle, Faculty Marketing Coordinator, won the Mail and Guardian Top 50 Power of Women award in the Governing Women category. FEBE garnered over 50 accolades in 2023, reflecting its high level of achievement and recognition.

### Teaching and Learning

In 2023, FEBE experienced significant growth in student enrolment. The undergraduate student body increased from 2,363 in 2022 to 2,578, while postgraduate enrolment rose steadily from 2,037 in 2020 to 2,578. This growth underscores the Faculty's commitment to strategic expansion in postgraduate education. Despite the stagnant academic staff numbers, which are closely monitored due to their impact on the Faculty's risk register, FEBE staff have maintained high standards in teaching and research.

After a period of decreased enrolment due to programme adjustments, FEBE's student numbers have rebounded. The implementation of the Higher Education Qualifications Sub-Framework (HEQSF) from 2017 onwards has led to a steady increase in graduates, with 1,987 produced in 2023, up from 1,930 in 2022.

Student success remains a priority, with recent reviews identifying areas for improvement. The undergraduate module success rate averages 77%, with first-time entering students achieving an 85% success rate. Despite these efforts, some performance metrics, such as throughput in minimum time and graduation rates, remain below expected norms both within the University and nationally.

Addressing student success in engineering and built environment faculties across South Africa remains a significant challenge. National discussions, particularly through the Integrated Engineering Curricula (IEC) Project, highlight student success as a crucial factor for change.

In response, FEBE developed a student success plan by engaging its departments through a November 2023 workshop. Each department reviewed their success data, identified issues, and reported on current and potential interventions. This comprehensive approach involved all 12 undergraduate departments and one postgraduate school, ensuring broad participation.

The workshop included additional presentations from the Undergraduate Dropout Survey Report, the UJ and FEBE Mentorship Programme, and the UJ Institutional Quality Review on undergraduate assessment. The analysis of these findings has led to a proposed plan with an action plan detailing specific actions, deadlines, and resource needs to address student success both in the short and long-term.

The Faculty recognises that enhancing student success is a long-term endeavour requiring cultural shifts in teaching and learning. While immediate remedial interventions can boost success in certain areas, addressing the underlying root causes is essential for sustainable improvement. FEBE anticipates that meaningful progress will take time but, if effective, improvements should be lasting. This will necessitate a sustained focus on these initiatives, embedding them into the core of teaching and learning practices rather than viewing them as isolated activities.

FEBE's robust teaching and learning governance structures are complemented by affiliations with five professional bodies that oversee undergraduate programme accreditation. These include the Engineering Council of South Africa (ECSA), the South African Council for Planners (SACPLAN), the South African Geomatics Council (SAGC), the South African Council for Project and Construction Management Professions (SACPCMP), and the South African Council for the Quantity Surveying Profession (SACQSP). These bodies play a crucial role in maintaining and enhancing programme quality.

Accreditation from these professional bodies, such as the recent full accreditation from SACPCMP and pending feedback from ECSA, underscores FEBE's commitment to academic integrity and global competitiveness. The high success rate in programme accreditation reflects the Faculty's rigorous preparation and effective relationship management. Most undergraduate and some honours programmes are affiliated with these bodies, ensuring better employability for graduates and continuous programme improvement with each accreditation cycle. Maintaining the sustainability and integrity of these programmes remains a key focus for FEBE.

### Research and Innovation – Footprint and Impact

FEBE has a strong tradition of research excellence, consistently meeting and exceeding its targets. In the past year, the Faculty achieved 700 research output units. New centres, such as the Automotive Centre, have bolstered the research profile.

With growing postgraduate enrolments, FEBE is focusing on enhancing supervisor training and expanding its postgraduate programmes. New offerings for 2024 include the Master of Sustainable Advanced Materials and the Master of Engineering in Electrical and Electronic Engineering. The Faculty aims to improve supervision efficiency to increase postgraduate throughput. FEBE secured R135 million in research funding and continues to support the University's research goals. The Faculty remains committed to integrating research with teaching to advance both fields.

# Faculty PERFORMANCE



## Partnerships, Stakeholder, and Community Engagement

FEBE aims to be a leading pan-African centre for intellectual inquiry, engaging extensively with global knowledge networks. The Faculty's international appeal is reflected in its diverse staff and student body.

FEBE contributes to the community through initiatives like the UJ Process, Energy and Environmental Technology Station (UJ PEETS), which supports SMEs in the green economy and provides green technology solutions.

To inspire future engineers, FEBE's TechnoLab has educated over 70,000 students since 1995, offering workshops in technology, coding, and robotics. In 2023, the TechnoLab trained over 600 teachers, engaged with 80 schools, and developed 4,000 students in areas related to the Fourth Industrial Revolution.

Additionally, FEBE supports community projects such as the Gwakwani Village and 3D printing housing projects. The Centre for Ecological Intelligence's integrated food systems at UJ campuses provide practical learning opportunities for students across various disciplines.



## 7.5 Faculty of Health Sciences

UJ's mission of "inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge" has served as the anchor for the Faculty of Health Sciences' strategic focus and has guided the identification and implementation of activities to further the goals of the institution and the Faculty. This report reflects on the achievements of 2023 and trends over the past five years.

### Staff

In 2023, the Faculty had 134 academic staff, including 11 professors, 13 associate professors, 28 senior lecturers, 72 lecturers, nine assistant lecturers, and one clinical facilitator.

Staff promotions were notable, with 19 academics promoted—11 to senior lecturer, six to associate professor, and two to professor. This was a significant increase compared to previous years (11 in 2022, three in 2021, five in 2020, and four in 2019). There was one retirement and five resignations in 2023, with a noticeable decrease in retirements compared to previous years.

The percentage of South African academic staff from designated groups rose to 62% in 2023, exceeding the 55% target. The Faculty employed three international staff members.

Academic staff were supported by 91 support staff, with designated staff increasing from 75.8% in 2022 to 79% in 2023. The proportion of staff with advanced qualifications grew significantly, with over 90% holding either a master's (46%) or doctoral (50%) qualification. Additionally, 14 staff members obtained doctoral qualifications in 2023, and 39 are currently pursuing advanced degrees.

### Staff development

To address the national call for the promotion of designated candidates, 54 female and 12 male designated academic staff are participating in the Accelerated Academic Mentorship Programme (AAMP) of the University, an increase from 32 in 2023. A further 30 non-designated colleagues are participating in AAMP.

Staff in the Faculty are encouraged to pursue professional development opportunities. Several staff are enrolled for and have completed additional training, including SLPs, PG diplomas and UJ-based leadership development programmes. Students and PDRFs are encouraged to attend developmental workshops and seminars for professional development.

### NRF-rated researchers

There were 15 NRF-rated researchers in the Faculty in 2023 (two B-rated, seven C-rated, and six Y-rated). During 2023, three staff members applied for rating.

### Enrolment and student profile

In 2023, the Faculty surpassed its enrolment target of 4,514, registering 4,643 students. The proportion of students from non-designated groups has been decreasing over the past five years.

International postgraduate numbers continued to rise for the tenth consecutive year. Undergraduate enrolments increased to 3,176, with the proportion of first-time students scoring 35 or higher on the AP test rising from 60.3% in 2022 to 69.1% in 2023. The number of Orange Carpet students also grew from 169 in 2022 to 190 in 2023.

Postgraduate enrolments saw a significant increase, reaching 1,467 in 2023. Master's enrolments rose to 872, and doctoral registrations increased to 136.

Challenges included the late release of matric results, which complicated vetting and recruitment. Delays in NSFAS funding and issues with the Emergency Medical Care Diploma and Certificates programmes further impacted enrolment. High demand in some programmes led to competitive admissions, affecting students awaiting bursaries or international students with limited immediate funding.

### UG and PG graduates

A total of 1,023 students graduated in 2023 (712 undergraduate and 311 postgraduate). The Faculty has until the end of March to finalise the Faculty UG and PG graduation numbers for the reporting year. After that, an accurate comparison with previous years can be provided. The first cohort of the Medical Laboratory Sciences (MLS) programme students have successfully completed the 12-month training at laboratories nationwide and have all passed the final specialisation exam; 18 students will graduate in April 2024.

# Faculty PERFORMANCE



## Student access and success and support for students

In 2023, the Faculty maintained a high success rate of 88.3%, just below the 90% target but above the 85% threshold maintained since 2013. The Faculty focused on holistic student support, with departmental mentorship programmes, tutorial support, and active student committees. Psychological support services were well-utilised by students.

Financial challenges persisted nationwide, and the Faculty continued to assist students in need. Initiatives included the running shoes programme by the Department of Emergency Medical Care, which aided over 40 students, and bursaries secured by the LRC amounting to R1.8 million, with HWSETA contributing R7 million to support 50 students.

The Faculty offers cutting-edge facilities, such as the state-of-the-art LRC laboratory and advanced teaching tools in the Department of Human Anatomy and Physiology. A new capillary electrophoresis instrument was added, and the old Anatomy Museum is being transformed into a virtual learning laboratory, expected to be completed by February 2024.

Construction of Africa's first integrated on-campus rescue simulation centre is nearing completion. This centre, anticipated to open in early 2024, will enhance the Faculty's standing as a global leader in medical rescue education. It will feature a deep pool for aquatic training, helicopter escape training, and dive rescue facilities.

## UJenius recruitment

There were 318 UJenius students in the Faculty. The Faculty held a UJenius Awards Ceremony to celebrate the academic achievements of 124 senior students in 2023.

## Programmes

In 2023, the Faculty achieved notable milestones in programme development and accreditation:

- Accredited Programmes: Postgraduate Diplomas in Health Services Management and Occupational Health Nursing.
- Submitted for Accreditation: Postgraduate Diplomas in Community Health Nursing and Mental Health Nursing.

New programmes under development include:

- Honours Degrees in Human Physiology and Human Anatomy.
- MPhil in Healthcare Innovation and Technology (by coursework).

The Department of Optometry received a five-year accreditation from the HPCSA. A proposed medical programme, developed with external experts and revised based on feedback, received internal approval in 2023. The outcome of discussions with the National Department of Health is awaited in 2024.

Technology in teaching has become universal across the Faculty. The Blackboard learning management system remains central, with new technologies such as Scantrainer for obstetric ultrasound and advanced equipment for Sport Science enhancing practical teaching and research. The Faculty employs simulation, augmented reality, and 3D modelling, although challenges like poor internet connectivity and electricity outages impact technology use.

The Faculty's focus on the scholarship of teaching and learning resulted in 25.9 publications in 2023. Graduate employment remains high, with 90.4% of graduates employed within 12 months.

## Research outputs

The Faculty not only met but exceeded its 2023 research output target (137 accredited units), submitting 148 units for auditing purposes (audited figures available April 2024). In 2023, several departments increased their number of outputs, increased the number of staff publishing, or outperformed their publication targets for the year. Five staff members published for the first time in 2023. The Laser Research Centre (LRC) was a top achiever in 2023, publishing one book, three book chapters, and 90 articles in peer-reviewed, internationally accredited journals.

The Department of Nursing continued to manage the *Health SA Gesondheid* journal, an accredited online health sciences interdisciplinary research journal.

Researchers in the Faculty made 177 presentations at national (73) and international (104) conferences during 2023.

## Impact

In 2023, the Faculty engaged in 56 collaborative research projects, with 10 new initiatives launched that year. Interdepartmental and inter-faculty collaboration was strengthened, notably through the Creative Microbiology Research Collaboration (CMRC) with the VIAD Research Centre. CMRC hosted its first BIO-Art exhibition in July 2023, blending microbiology with artistic practice.

Ongoing partnerships include the GRT-INSPIRED project with the Universities of the Witwatersrand and Pretoria, focusing on water, sanitation, and hygiene research. This project, under a signed MOU, continues to attract funding for research and student bursaries.

## PDRFs

There were 14 PDRFs in the Faculty, 10 of whom were appointed in 2023.

## Research structures

There are five research centres in the Faculty: the Laser Research Centre (LRC), the Water and Health Research Centre (WHRC), the Pan African Centre for Epidemics Research Unit (PACER), the Biomedical Engineering and Healthcare Technology Research Centre (BEAHT-RC), and the UJ Olympic Studies Centre (UJ-OSC).

## Visiting researchers, fellows, and associates

In 2023, the Faculty hosted 32 visiting academics, including six new appointments. This group comprised 14 international scholars from Europe, North America, Oceania, Asia, and Africa. Notable

among them was Prof Hamblin from Harvard Medical School, recognised for his high citation indices (Scopus H-index of 127 and Web of Science H-index of 122). These visiting academics contributed to collaborative research, student supervision, and enhanced the Faculty's research output.

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“Outbound activities included 262 students attending conferences and 14 staff visiting various countries.”

## Patents

In 2023, Dr Makkink from the Department of Emergency Medical Care advanced the SATLAB application, aiming for operational readiness and commercialisation. Additionally, the Water Research Commission funded the Water and Health Research Centre to develop a drone-based sensor for real-time water quality testing, with two patents, including a self-sealing water sampling bag, expected to be submitted in 2024.

## Research funding

The Faculty secured significant external funding for research, receiving a total of R9,775,572.

## Joint programmes, exchange programmes, study abroad programmes (including virtual)

In 2023, the Faculty maintained eight MOUs and MOAs with international partners across Eurasia, the Middle East, Europe, and Africa, including a new agreement. Collaborative activities covered research, teaching, and learning. Beyond formal agreements, the Faculty engaged in over 30 international collaborations.

International mobility was active, with 260 inbound students participating in research and training, and 26 visiting staff involved in research and exchanges. Outbound activities included 262 students attending conferences and 14 staff visiting various countries. The Africa-by-Bus programme also visited Namibia, involving 34 students and five staff. The Faculty leveraged online platforms for global participation, enhancing UJ's international profile.

# Faculty PERFORMANCE



## 7.6 Faculty of Humanities

In 2023, the Faculty of Humanities focused on teaching, research, internationalisation, and community engagement. It achieved 542 research units, exceeding its 500-unit target, thanks to 25 books, 136 chapters, and 322.5 journal articles. The Faculty continued to advance multilingualism, offering courses in various South African languages and planning to add isiXhosa in 2024. New leadership included Prof Pragna Rugunanan (Vice-Dean: Research), Prof Bhaso Ndzendze (Vice-Dean: Internationalisation), and Prof Corne Meintjes (Vice-Dean: Teaching and Learning).

### Staff development

In 2023, we actively promoted the Accelerated Academic Mentorship Programme (AAMP), resulting in the uptake of more staff interested in working with mentors. We also set aside funding for facilitating coaching, staff development, career development and conflict management. This resulted in 78 staff actively participating in AAMP. At the same time, the mentors appointed remained of immense value to the Faculty, and staff expressed appreciation for their roles. Each year, the mentorship programme has shown promising results: as a concrete indicator, staff promotions facilitated by the AAMP reached 52 in 2023 (cumulative since 2016).

One of our staff, Prof Kezia Batisai, completed the UJ Women's Leadership Development Programme (UJWLDP) (managed by the Transformation Unit). Another staff member, Prof Malehoko Tshoaedi, completed the UJ 2023 Research Leadership Programme.

### NRF-rated researchers

The Faculty infographic above shows 58 NRF-rated scholars in the Faculty of Humanities. Although we are awaiting the outcome of the 2023 application round for 11 colleagues, we did receive the positive news that a visiting professor in the Faculty, Prof Chris Bolsmann, was given a B2 rating. The Faculty currently hosts Prof Kevin Durham, an A-rated researcher who is working on a Methods Lab initiative for the Faculty. While we are bringing in many new NRF-rated scholars, we note that several of the old NRF-rated scholars have either retired or allowed their ratings to lapse. We will have to work on this going forward.

### Enrolment and student profile

The Faculty enrolled 6,258 students in total – 4,850 at undergraduate and 1,395 at postgraduate levels, and 13 occasional. Of these, we attracted 346 applicants with an APS above 35 (excluding Life Orientation). Recruiting strongly performing students is an ongoing focus area for the Faculty, which resulted in a 65% increase in Orange Carpet students in 2023.

We hosted our first in-person, first-year student welcome session since 2020 at UJ's Sanlam Auditorium in February 2023. All the department introduced themselves and their disciplines to the first-year students.

### UG and PG graduates

In 2023, the Faculty graduated 1,549 students, including 1,053 undergraduates and 496 postgraduates. The overall graduation rate was 25%, with a 22.5% rate for undergraduates and a 33% rate for postgraduates, indicating a concern for the latter. Postgraduate completion rates have dropped due to financial pressures and increased work demands. Undergraduate completion in minimum time fell to 47.1%, with the professional Social Work degree completion at 43%. However, the honours degree completion rate has remained strong at over 80% for the past decade.

A total of 332 honours, 115 master's, and 49 doctoral degrees were awarded, including 17 doctorates to black South African candidates. The decrease in postgraduate completion rates may be partly due to the impacts of the COVID-19 pandemic on students who began their studies during that period.

### Student access, success, and faculty support for students

In 2023, the Faculty achieved a module success rate of 91.1% for undergraduates, reflecting consistent improvement over the past decade. Addressing the 10.8% undergraduate dropout rate remains a priority, with support from the Faculty Office, curriculum coordinators, and academic support units such as the Postgraduate School, Academic Development Centre, PsyCaD, and CAT.

An Undergraduate Research Conference was organised to enhance research skills. A flagship community engagement project on student health and well-being aligns with SDG 3, fostering cross-departmental collaboration. The Humanities Teaching and Learning Committee promoted creative expression through the 'Humanities Creative Reflections Competition,' exploring leadership through various artistic forms. Additionally, five UJ students were supported to attend the 11th University Scholars Leadership Symposium in Thailand.

### UJenius recruitment

The Faculty had 61 UJenius students in 2023, which is a decrease from the previous two years. This is an area of concern for the Faculty – we aim to provide additional support and motivation for students entering the University as Orange Carpet students in the first year to maintain their academic performance going into senior years.

### Programmes

Several short learning programmes were developed in the Faculty in 2023:

- An SLP on conflict transformation led by Prof Ingrid Palmay.
- Nairobi Summer School for Climate Justice by Prof Patrick Bond.
- Prof Luke Sinwell and Prof Farieda Nazir collaborated on an SLP, titled Marikana's Memory: The Brush is Mightier than the Bullet.
- Prof Tapiwa Chagonda developed and presented several SLPs on topics related to artificial intelligence (AI) ethics, including the Ethics of Large Language Models; Research Ethics Across Disciplines; AI Ethics and the Financial Services Sector.

#### SLPs that focused on 4IR include:

- Diplomacy for the 4IR in Africa.
- Communication skills for 21st century professionals.
- Digital public relations.
- Fairness and discrimination in data science.
- The practices of evidence-informed decision making.
- Responsible AI use: Ethical considerations for large language models.

The master's programmes offered by the Faculty are very diverse. While a rising percentage are interdisciplinary, the majority are discipline specific. We hope to collaborate on more programmes, such as the MA (Africa and the Caribbean), which is a collaboration between the University of the West Indies and the Politics and International Relations Department at UJ.

### Quality management

In 2023, the Faculty prioritised curriculum quality and assessment practices. A Faculty Assessment Committee was formed to oversee student progress and support those at risk. Programme reviews, particularly for extended programmes, aimed to ensure curriculum relevance and effectiveness. Additionally, the Faculty participated in an assessment workshop with Professors without Borders to explore modern assessment methods.

### Innovations

The Faculty boasts 59 teaching and learning innovations ranging from the innovative use of various technologies and applications for teaching and learning as well as research to the development of an online application to improve academic literacy.

# Faculty PERFORMANCE



## Publication outputs

In 2023, the Faculty surpassed its target by producing 542 research units, with 322.5 units from journal articles, 25 books, 136 chapters, and four proceedings. Sociology led with 55 units, followed by the African Centre for Epistemology and Philosophy of Science with 46.7 units and the Centre for Social Development in Africa with 41.5 units. Significant resources were allocated to research support, including writing retreats to boost productivity and foster team building.

The Faculty hosted four workshops on the Scholarship of Teaching and Learning (SoTL), leading to 26 publication units and promoting pedagogical innovation and interdisciplinary teaching. Additionally, the Faculty has actively pursued research on gender-based violence (GBV), collaborating with UJ's Transformation Unit and partners such as the Shared Value Africa Initiative, Mid Sweden University, and KPMG. This research produced a report on engaging the private sector in combating GBV and achieving gender equality.

## PDRFs

While staff publishing has grown, with co-publishing among colleagues increasing, there was also an increase in publications from research associates, student outputs, and PDRF contributions. We have seen a rise in the number of creative outputs in the Faculty, with five items listed for 2023.

## Research structures

The Faculty is proud of its twelve research entities that focus on various key research areas for improving society. These include the three SARChI Chairs, the Palaeo-Research Institute, the Centre for Sociological Research and Practice, the Centre for Social Development in Africa, the Centre for Social Change, the African Centre for Epistemology and Philosophy of Science, the Centre for Data and Digital Communications, the Centre for the Philosophy of Epidemiology, Medicine and Public Health, the Centre for African Diplomacy and Leadership, and the Karl Mittermeier Centre (located within JIAS).

## Research funding

The Faculty boasted several local and international partnerships and grants, which resulted in a total research income for 2023 of R45,700,386.

## 7.7 Faculty of Law

The Faculty of Law, despite being one of the smallest faculties, excels in producing sought-after legal professionals and impactful research. It operates five research centres and hosts the NRF Research Chair in International Law. The Faculty's three law clinics provide community outreach and work-integrated learning for final-year students. The Faculty's 2023 successes reflect its dedication to being the leading choice for law education in Africa.

## Academic members of staff

In 2023, the Faculty had 46 full-time academic staff members, including 11 professors, eight associate professors, nine senior lecturers, 15 lecturers, and three assistant lecturers. Of these, 32 held doctoral degrees and eight were NRF-rated researchers. The year saw the resignation of five staff members, one medically unfit to work, and the expiration of one fixed-term contract. Six new academics joined, and two were promoted to associate professor.

Despite staff turnover and the challenge of filling vacancies in specialised areas, the Faculty continued to produce exceptional work. By year-end, 27 of the full-time staff were female and 18 were black South Africans. While the proportion of black academic staff has increased, this is mainly in junior roles. The Faculty plans to enhance its recruitment, retention, and succession strategies, with a focus on senior academic positions.

## Student profile

Teaching in the Faculty is split between teaching traditional law modules to law students and teaching in the service modules offered to non-law students registered for diploma and degree programmes in other faculties. Our total headcount in 2023 was 1,945 for the Faculty's undergraduate and postgraduate programmes. All first-time entering law students who registered in 2023 had an admission point score (APS) of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is excluded). Furthermore, our total registration for postgraduate programmes (master's and doctorates) was 284. For several years now, most of our students have been female.

Of the undergraduate students, 59% are female and 41% male, and of the postgraduate students, 58% are female, and 42% are male.

## Success rates, student satisfaction and degrees conferred

The Faculty of Law's success rate in the traditional undergraduate law modules was 81%, and its first-year success rate was 87%. The undergraduate and postgraduate module success rates in 2023 saw a decrease. Our undergraduate satisfaction rate in 2023 was 88% (2022: 92%), and at postgraduate level 79% (2022: 86%). Considerable discussions, interventions and introspection are ongoing in the Faculty to understand the decrease in the module success rate. The Faculty conferred 259 undergraduate and 35 postgraduate degrees.

## First Year Experience

At UJ, the First Year Experience (FYE) has been conceptualised as a holistic programme that encompasses all aspects of the first-year student experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life. The Executive Dean hosted a first-year engagement session for all first-year law students. The Law mentor and the tutors made weekly briefings to first-year law students throughout the year.

## Teaching innovation and quality control

The Executive Dean's Committee oversees academic coherence and programme integrity within the Faculty of Law. Heads of Department manage programme delivery and quality. The Faculty's quality management system supports various aspects, including student evaluations, assessment moderation, and the integrated tutoring programme.

In 2023, the Faculty launched FLOAT, an online academic tutoring programme leveraging technologies such as virtual reality, artificial intelligence, and machine learning. This initiative, funded by the UJ Teaching Innovation Fund, includes a virtual court game concept, with development expected to complete in 2024. Additionally, the Faculty is updating LawBot, a chatbot system for the Law of Contract module, with finalisation also anticipated in 2024.

# Faculty PERFORMANCE



## Moot court participation

In 2023, UJ students excelled in 12 moot court competitions, up from nine in 2022. Highlights included winning the Kovsies First Year Moot Court Competition and the Best Heads of Argument prize, demonstrating early academic development. Internationally, UJ was recognised as the Best International Team in the Symbiosis International Criminal Trial Advocacy Moot Court Competition and was a runner-up in the All-Africa Regional Round of the Foreign Direct Investment (FDI) International Arbitration Moot Court Competition, marking the first time a South African team advanced to the global rounds. The Faculty also continued its tradition of award-winning written submissions, securing the Best Heads of Argument prizes at the CALS Public Interest Law Moot hosted by Wits University and the Kader Asmal Moot Court Competition hosted by UWC.

## Non-subsidised (CEP) programmes

The Continuing Education Programmes (CEP) Unit within the Faculty of Law curates and delivers the Faculty's non-subsidised short learning programmes. The CEP part-time programmes are offered to students who want to update their knowledge and understanding of the law and improve their proficiency in legal developments within their career fields. For the year under review, 15 programmes were presented using a hybrid teaching and learning approach. In 2023, a total of 2,076 students were registered across all 15 CEP programmes. Of these students, 1,332 students successfully completed the full programmes for which they were registered.

## Recognition of top achievers

The Faculty of Law Annual Prestige Event is a formal prize-giving function that has become an established event on the Faculty's calendar. Students were recognised for academic achievements for and their involvement in community engagement projects and moot court competitions. The Prestige Event continues to provide an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prize-winners, and parents.

## Bursaries and meal vouchers

In 2023, the Faculty granted 23 internal bursaries to the total amount of R572,450 to assist in paying tuition fees for academically deserving students. The bursary amounts granted to the qualifying students varied from R10,000 to R35,000. Students who receive bursaries from the Faculty form part of a mentor group. Between them, these students obtained 17 distinctions. We also received an amount of R415,000 as a bursary donation to LLM students from the Don Mahon Foundation. The funds were distributed in 2023 to five black female master's students and five black male master's students.



"In 2023, the Faculty of Law together with PsyCaD hosted a Career Fair.."

## Partnerships

### Local

The Faculty's relationship with the profession enables it to work closely with various law firms, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. In 2023, the Faculty of Law together with PsyCaD hosted a Career Fair. Students were provided with the opportunity to engage with companies. The Faculty's relationships with local attorney firms, auditors and the judiciary also resulted in several practising attorneys, advocates, auditors, and judges lecturing online and presenting and attending faculty seminars/webinars.

### International

The Faculty of Law has many active exchange agreements with foreign universities. The Faculty also has cooperation agreements with the Graduate School of the Public Prosecution Service of Brazil, the Hague Conference on Private International Law (the Netherlands) and the International Institute for the Unification of Private Law (UNIDROIT) (Italy). The Faculty is also a member of the International Association of Law Schools (IALS). These partnerships and agreements ensure excellent opportunities for academics and students within the Faculty.

## Publications

By the time the University's research claims are submitted, the Faculty expects to have 109 subsidy-generating publication units, encompassing articles, books, chapters, and conference proceedings. Faculty members also contributed to non-subsidy-generating publications, including articles in non-accredited journals, book reviews, and op-ed pieces. Notably, Dr Cayle Lupton's article on sanctions clauses in letters of credit was cited by the Court of Appeal of Singapore in the Kuvera Resources Pte Ltd v JPMorgan Chase Bank case.

Since its launch in 1976, the 'Journal of South African Law/Tydskrif vir die Suid-Afrikaanse Reg (TSAR)', published by Juta for the Faculty of Law, has been included in prestigious lists such as the Social Sciences Citation Index (SSCI) and Scopus. In 2023, TSAR published four volumes totalling 848 pages and remains the only African legal journal included in the Karlsruhe Juristische Bibliographie (KJB).

## Conferences, seminars, and workshops

In 2023, the Faculty hosted and organised various online, hybrid, and face-to-face conferences, seminars, and workshops. Notable events included the Pan-African Conference on African Principles on 31 May 2023 and the 2023 Family Law Colloquium, which gathered leading experts in Family Law. The Faculty also collaborated with Nelson Mandela University on a writing workshop for a book project themed around Law and the United Nations Sustainable Development Goals. Additionally, the Faculty engaged in several collaborative book projects with international and local universities to enhance staff publication and research output.

## Research structures

The Faculty has four active research centres: the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). Additionally, it hosts the Research Chair in International Law under the NRF SARChI initiative. These centres and the Chair produce publications, organise seminars, and submit reports to both national and international bodies. The Faculty's Criminal Justice and Forensic Investigations Centre, approved by UJ Senate in late 2022, has faced complications with its project to develop consumer protection tools against scams.

## Centre for Banking Law (CBL)

In 2023, the Centre for Banking Law focused on banking law and financial regulation, targeting improvements in teaching, including its LLM programme, and research. The Annual Banking Law Update remains a key research project. As a member of the Johannesburg Chamber of Commerce and Industry (JCCI), the Centre engages with the International Chamber of Commerce (ICC), contributing to work on trade finance and financial crime.

Following the retirement of Prof Charl Hugo in June 2022, Dr Cayle Lupton took over as Director in October 2023. The Centre's personnel delivered at least six conference papers, mostly online, and one public lecture. Their research has had notable legal impacts through court citations and industry impacts.

# Faculty PERFORMANCE



## Centre for International and Comparative Labour and Social Security Law (CICLASS)

In 2023, the Centre for International and Comparative Labour and Social Security Law (CICLASS) continued to foster collaborative relationships locally and internationally. It sponsored the 5th African Labour Law Society Conference and contributed to discussions on workers in the informal economy. CICLASS received a \$31,000 tender from the International Labour Organisation to enhance migration management in Southern Africa and the Indian Ocean region, aligning with the 2030 Development Agenda.

Additionally, the Faculty hosted Cornell students in January 2023 as part of the Cornell Exchange Programme and had a Faculty student appointed as a visiting researcher at Cornell from January to June 2023. Mr Suhail Vawda, a Faculty student, graduated with a master's degree from Cornell.

## Research Centre for Private International Law in Emerging Countries (RCPILEC)

In 2023, the Research Centre concentrated on International Commercial Law and Private International Law, focusing on teaching, research, and social impact. The Centre's key initiatives included the flagship LLM programme in International Commercial Law and a joint doctoral programme with the University of Lucerne. It also emphasised capacity building and collaboration with regional and international organisations, such as UNIDROIT.

The Pan-African Conference on African Principles, held at UJ on 31 May 2023, was a significant event, gathering experts from several African countries to discuss and propose improvements to African private international law principles. The South African government, represented by DIRCO, expressed support for the project.

## South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

In 2023, SAIFAC maintained its leadership in constitutional, public, human rights, and international law both nationally and internationally. It hosted pioneering conferences on citizenship rights and constitutional court reviews. The "African Law Matters" blog, which began in November 2021, has grown significantly, publishing weekly posts and fostering a continental network of constitutionalists.

SAIFAC published 11 DHET-subsidised outputs, including journal articles and book chapters, and released a comparative book with Externado University, Colombia, through Oxford University Press. The journal *Constitutional Court Review*, supported by the Konrad Adenauer Foundation,

held its annual conference covering topics such as discrimination, feminism, and housing rights. SAIFAC also conducted various online seminars and hosted visiting researcher Prosper Maguchu from the University of Amsterdam.

## Research Chair in International Law

In the year under review, the cohort of researchers produced books, book chapters and journal articles. The Chair hosted online seminars and public lectures, and five international and 16 national mass media interviews with researchers and the Chair took place. In terms of mentorship and development, the Chair sponsored Prof Martha Bradley to enrol for an executive certificate course on International Law of Cyber Operations. The course is offered by Cyber Law International, a highly reputable international law firm specialising in professional training, and the course is certified as executive education by the University of Reading, UK. Prof Bradley successfully completed the course in 2023. Prof Bradley was also partly sponsored by the Chair to attend an expert meeting on 'Armed Group Coalitions in Armed Conflict and Counterterrorism', at the Geneva Academy in December 2023.

## Law Library

The Law Library significantly supported faculty staff and students through expert legal research guidance, resource access, and information navigation. The library appointed 10 law students: eight undergraduate assistants working 10 hours per week and two postgraduate mentors working 20 hours per week. The mentors played a key role in coordinating tasks and training new assistants.

These assistants were integral to the library's services, including conducting 65 orientation sessions for first-year law students and delivering legal research and moot court training online. Collaboration between law librarians and lecturers ensured well-attended sessions.

The library updated its Libguides, which provide access to legal resources, adding two new guides: one for Short Learning Programmes and another for the LLD programme. In 2023, the Libguides recorded 155,667 visits, the highest among UJ faculties, surpassing the previous year's 151,983 visits.

## 7.8 Faculty of Science

In 2023, the Faculty of Science advanced despite challenges like load shedding, water shortages, and rising costs. It pursued excellence in teaching, research, and innovation, achieving 484 DHET-accredited publications and securing patents and industry agreements. The Faculty maintained high-quality joint programmes with global universities and engaged in the Sustainable Territorial Development programme. High-impact research included six papers in 'Science and Nature'.

Staff achievements included improved NRF ratings and international recognition. Collaborative activities with institutions and industry were fostered, and the Faculty engaged in public outreach through short learning programmes and the Soweto Science Centre. The Faculty's strong international reputation was reflected in prominent rankings and programme accreditations.

## Staff

Staff distribution across the DFC and APK Campuses saw 71% academic staff and 29% support staff, which includes research, technical, and administrative roles. Among permanent academic staff, 98% have a master's or doctoral degree, with 76% holding a doctorate. International staff make up 21% of the faculty, including 26% of academic staff, 2% of administrative staff, and 19% of technical staff.

Since 2019, there has been a 13% increase in designated, permanent, South African academic staff. In 2023, six of the eight permanent academic appointments were from designated groups (South African only). Promotions have increased the seniority of academic staff, with 46% of female full professors now being designated South African females. Additionally, 75% of academic staff and 23% of technical staff held doctorates in 2023, with several staff members pursuing PhDs.

The Faculty appointed 11 distinguished visiting professors, 54 visiting professors, seven visiting associate professors, two professors of practice, 34 senior research associates (including eight senior research fellows), 40 research associates (including 11 research fellows), and three distinguished research associates. The number of visiting staff has decreased from 150 in 2021, 107 in 2022, to 68 in 2023, excluding four emeritus professors. This decrease is due to natural attrition and the retirement or death of senior staff members linked to visiting staff.

# Faculty PERFORMANCE



As of 31 December, the Faculty had 31 vacant positions (two administrative, six technical, 21 academic), representing 10% of the total staff complement (6% administrative, 14% technical, 9.5% academic). Some senior academic positions have been vacant for three years.

## Staff development

Build your own timber initiatives, like the New Generation of Academics Programme (nGAP), the Assistant Lecturers Programme (AL), and the Accelerated Academic Mentoring Programme (AAMP), contributed to the increased numbers and seniority of designated academic staff in 2023, while the redeployment of several senior female staff to management positions within UJ again reduced the number in the Faculty.

Eight full-time (permanent, contract and temporary) staff members were registered for master's degrees and 36 for doctorates in 2023. (Only four of the 191 permanent academic staff members are not yet in possession of a master's degree; all four of these have professional actuarial qualifications and three were registered for MSc degrees). During 2023, six staff members of the Faculty of Science obtained their PhDs.

## NRF-rated researchers

The Faculty has 2 A-rated, 20 B-rated, 31 C-rated, and 15 Y-rated staff members (total 68), which is a reduction from the 80 listed in 2022. The number has been seriously depleted during the year, firstly through the death and the retirement of two of our A-rated scientists, while a number of C-rated staff members resigned for better opportunities elsewhere.

## Enrolment and student profile

A total of 5,122 students enrolled in 2023, of whom 4,072 were undergraduate and 1,050 postgraduate students.

## UG and PG graduates

The proportion of postgraduate enrolments increased marginally, and master's and doctoral students constituted 71% of the postgraduate numbers. International student enrolments represented 9% of the total enrolments.

## Student access and success and support for students

The first-year module success rate in 2023 was 76%, undergraduate 83%, honours 64%, and postgraduate 36%, with 860 graduates. Success rates improved due to on-campus assessments and a higher proportion of students with an APS of 35+ (62%).

Interventions to improve throughput included changes to assessments, boot camps, field training, and new microscopes. Internationalisation efforts involved public lectures, talks, lab visits, and networking. The Faculty supports staff in SoTL publications, collaborating with UJ Academic Development and Support (ADS) for manuscript preparation.

## UJenius recruitment

At the beginning of 2023, the Faculty had 242 second- and third-year UJenius students and recruited 32 first-year Orange Carpet entrants. These latter have been integrated into the UJenius Club via tailored engagement strategies, including the establishment of dedicated channels for interaction. Student ambassadors, carefully selected from among their peers, took the role of readily available guides, offering firsthand insights into university life and serving as points of contact for queries and support.

Additionally, Faculty mentors provided invaluable guidance, assisting students in navigating academic challenges, identifying research opportunities, and exploring their interests and career aspirations. Furthermore, alumni networks were instrumental in connecting current students with accomplished graduates, facilitating mentorship, networking, and the sharing of experience and advice. Through these multifaceted engagement platforms, students gained comprehensive knowledge of the Faculty's academic offerings, research initiatives, and extracurricular opportunities, empowering them to make informed decisions and actively participate in shaping their educational journey.

## Programmes

Several programmes and modules were amended to improve and maintain the high quality and relevance of those programmes. The Faculty works in close partnership with CAT to help staff develop new technologically advanced and 4IR-related teaching and learning innovations. Such innovations include the use of ChatGPT. In 2023, workshops were organised to assist staff with the transition from Blackboard to Moodle in preparation for the 2024 academic year. The Faculty Teaching and Learning Workshop held on 17 April included topics such as the readiness of first-year students to learn Mathematics online and the extended degree programmes.

## Research Outputs – Publications

There has been a substantial number of publications produced by Faculty of Science staff, as well as the ongoing increase in publications over the past five years.

A total of 471.6 publication units produced during 2023 have been submitted to the Research Division for verification and onward submission to DHET for subsidy purposes; this figure is still to be audited.

## Impact

Prof Soebur Razzaque (Physics and Centre for Astro-Particle Physics) was once again the highest cited researcher (41,834 citations) in the Faculty of Science, according to Google Scholar. Furthermore, 29 out of the top 50 most cited researchers from UJ were from the Faculty, and five were in the top 10.

The strong rankings of the Faculty of Science's subjects, as well as international accreditation of programmes in Computer Science, Informatics and Actuarial Sciences, confirm the Faculty's international visibility, reputation, and impact.

More than 419 addresses were delivered at conferences and seminars, of which 198 were international, 179 national, and 39 at institutional level. This is an increase from the 155 international addresses in 2022 and can be attributed to hybrid gatherings. Of the international addresses, 133 were at events outside of Africa, 21 were at events in Africa but outside of South Africa, and 52 were at international events held within the borders of South Africa.

Academic staff members availed themselves to be of service to a multitude of professional societies, editorial panels, organising committees of congresses, organisations, and forums external to the University.

There were 54 professional visits with more than 86 delegates from abroad to various departments of the Faculty; of these, 30 visits were at least two weeks long. This is a considerable increase from the previous year. A total of 71 research visits were undertaken by faculty staff members to other institutions for research purposes, of which 11 involved a visit for a period of more than two weeks.

## PDRFs

In 2023, departments reported on 63 PDRFs. Their publication output was 41.66 units, a decrease from the 56.9 units reported in 2022.

## Research structures

The following research centres were active in 2023:

- The Centre for Nanomaterials Science Research (CNSR) in Chemical Sciences
- DST/MINTEK Nanomaterials Innovation Centre (NIC) in Chemical Sciences
- Synthesis and Catalysis Research Centre in Chemical Sciences
- African Centre for DNA Barcoding (ACDB) in Botany and Plant Biotechnology
- The Paleoproterozoic Mineralization Research Centre (PPM) in Geology
- The Centre for Ecological Genomics and Wildlife Conservation in Zoology
- The Centre for Astro-Particle Physics in Physics
- The Research Centre for Plant Metabolomics in Biochemistry
- Centre for Cyber Security in the ACSSE

# Faculty PERFORMANCE



- Joint Research Centre for Water, Environmental Science and Technology (FEBE and Faculty of Science)

The following SARChI Chairs were active in 2023:

- Nanotechnology for Water in Chemical Science
- Indigenous Plant Use in Botany and Plant Biotechnology
- Geo-Metallurgy in Geology

Other Chairs active in 2023:

- UNESCO Chair on Medical Geology

Members of the Faculty participated in the following centres of excellence in 2023:

- Centre of Excellence in Food Security (CoE-FS) – with the University of Pretoria and University of the Western Cape as co-hosts.
- DST-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA) – primarily at UJ with co-director at Wits.
- DST-NRF Centre of Excellence in Catalysis (c\*change) in Chemical Sciences.

The Analytical Facility (Spectrum) provided service to the Faculty, UJ, other universities and industries.

## Patents

Four patents were submitted for registration, the majority in more than one country.

## Research funding

Out of 154 projects reported on in the departmental reports, 54 projects attracted external funding, 13 reported international funding, while 43 reported funding from South African sources external to the University. Furthermore, 33 reported funding from within the institution. The total value was R63,060,836, of which R18,947,729 was from the NRF, R38,006,889

from the URC and R6,106,218 from other sources. Funding from the NRF decreased from 50% to 30% of the total, while other external funding decreased dramatically by almost 55% against 2022.

The Analytical Facility (Spectrum) faced significant challenges regarding stable and reliable supply of power to their highly sensitive equipment, causing unforeseen expenses for repairs totalling R500,000, which was afforded from funds accumulated via outside work. Spectrum spent R4 million from third-stream income to replace a >20-year-old XRD.

## Joint programmes, exchange programmes, study abroad programmes

Two new MOUs were captured for the Faculty of Science in 2023. These MOUs were with Kenyatta University (Kenya) and the University of Lagos (Nigeria). A third MOU with the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAM-AUSTED) (Ghana) is still in process. Joint degrees were also approved with the University of Claude Bernard Lyon, the University of Montpellier, Ghent University, Tohoku University, and Padua-STEDE.

In 2023, the International Office reported on 267 inbound and 274 virtual outbound and 438 physical outbound students for the Faculty, bringing the number of outbound students to 712 in total. These figures show a 26.4% decrease in the total number of outbound students in the previous year. They included students attending conferences and Africa-by-Bus activities, such as the Physiology (Zoology) excursion to nhaca Island in Mozambique.

## 7.9 Johannesburg Business School

The Johannesburg Business School (JBS) continued to advance its strategy outlined by the Dean in 2021, focusing on thought leadership, future-fitness, sustainability, and emerging technologies. Following a curriculum overhaul in 2022, JBS enrolled students in its three core academic programmes: the MBA, the Postgraduate Diploma in Business Administration (PGDip), and the Doctor of Philosophy (DPhil), all designed with a digital transformation perspective.

This focus attracts students as South African and African businesses prepare to meet the challenges of productivity and global competitiveness, as highlighted in the 2024 WEF Risk Report. The online programmes have grown robustly, with a year-on-year average increase of 50%, due to the flexibility of the online MBA programmes. Demand for the DPhil far exceeds available places, positioning JBS as a leading research-intensive business school in Africa.

However, the growth in student numbers outpaces the expansion of academic and support staff, presenting a challenge. Meeting international accreditation requirements remains a significant hurdle. Adequate human resources and investment in teaching, learning, and research infrastructure are crucial for JBS to continue adding value to South African business education.

The JBS embarked on an international peer review process with institutional mentorship of Deans Across Frontiers (EDAF). The initial review process outlined a set of critical intervention areas that will enable the JBS to firmly position itself for international accreditation processes to compete effectively in the global arena. These intervention areas included:

- Reducing reliance on temporary and contract human capital.
- Focusing strongly on international partnerships, third-stream income growth, complementary in-person interactions to supplement online programmes.
- Establishing relationships with credible global partners.
- Recruiting a permanent academic director.

In 2023, the Centre for Public Policy was successfully migrated from the College of Business and Economics to the Johannesburg Business School (JBS). This transition followed the recruitment of a new director to lead its development, growth, and sustainability as a hub for enhancing the performance

of the African public sector. The Centre now leverages advances in AI technology to impact social delivery systems, with specific development objectives supported by allocated resources, budgets, timelines, progress measurement guidelines, and responsible parties.

JBS remains committed to significantly growing its sustainable research capacity and output by appointing academics with doctorates and postdoctoral research fellows. DPhil students are also encouraged to publish research according to the stage of their doctoral studies. In the year under review, JBS produced 13.38 research units, with much of the research aligned with the School's focus on emerging digital technologies and digital transformation. A platform has been established for sustainable growth in research output.

In 2023, the Johannesburg Business School (JBS) saw satisfactory growth in third-stream income, focusing on extracting maximum value from programmes launched in the previous year. Adopting an industry partnership model, JBS grew its revenue base through collaborative and co-creative processes tailored to client needs. With demand for products and services outstripping supply, the School anticipates human capital growth to seize these opportunities. Third-stream income generation remains crucial for financing further investments in the School's development.

The agenda for the JBS for 2024 remains firmly focused on enhancing student experience and pursuing development priorities by continuing to focus on various strategic thrusts.

## Introduction

The past year was challenging for South Africa, the continent, and the world, with ongoing socioeconomic stresses and stagnant GDP growth. The JBS, repurposed in 2021, has positioned itself as a thought leader, drawing on global knowledge to address Africa's challenges.

In 2023, JBS had 882 postgraduate students: 30% pursuing qualifications below a master's, 64% master's, and 6% a DPhil. The module completion rate was 74%, and student satisfaction was 72%. The student body is diverse, with 52% women and 48% men; racially, it is 84% black, 8% white, 5% coloured, and 4% Indian.

The JBS faculty grew, with 11 holding doctorates and three being NRF-rated, up from six and two the previous year. The school's focus on the Fourth Industrial Revolution (4IR) and digital transformation has made it a leader, offering South Africa's first fully online MBA programme. Looking forward, the JBS reflects on its steady growth, rising academic prestige, and record of innovation. This report provides an overview of its achievements in 2023.

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## Staff

The EDAP benchmark study showed unambiguously that the student/academic ratio at the JBS was considerably higher than the internationally acceptable level and presented a risk to the academic well-being of the JBS and to its desire to be internationally accredited. This is the basis of the submission to the University for the creation of 10 additional faculty positions on the staff complement of the JBS. As was pointed out above, the current ratio of 81 students to one permanent academic staff member is a major risk. The appointment of the additional 10 faculty members will shift the student/academic staff ratio to 25, which is at the outer edge of the international benchmark range. On the administrative side, two new permanent programme managers were recruited and one position that was vacated during this period was also filled.

## Staff development and qualifications

The JBS, while ensuring that it is a supportive environment for its staff, continued efforts and processes of professionalising its staff ensured that its students were effectively and expertly served as they engaged in their learning programmes. Part of this process includes the upskilling and reskilling of staff in formal and informal programmes.

In the previous period, the JBS reported that some of its staff were registered for formal academic programmes. Significant progress has been made regarding completing these programmes.

The JBS's academic staff demonstrate a broad range of expertise and disciplinary backgrounds. In addition to the core academic enterprises required of a business school, the range of expertise also spans the natural sciences, engineering, and computer sciences.

This contributes to the rich diversity and relevance of its academic and research programmes. In addition, among the academics, there is a very rich culture of interdisciplinarity scholarship that helps to draw students into applications-based explorations that straddle academic disciplines and the ever-present conditions of uncertainty and complexity.

## NRF-rated researchers

To remain true to one of its goals of becoming a research-intensive business school, the JBS recruited an additional NRF-rated academic and researcher. This increased the total number of NRF-rated researchers from two to three.

## Enrolment and student profile

As was pointed out above, the JBS grew its enrolment figures by 33% in the year under review to a total of 882 students. Most of these students are enrolled on the various MBA streams. The second and third largest enrolment numbers are for the PGDip and the DPhil, respectively. The previous report outlined the School's plans to surpass 1,000 enrolments by the year 2025. The JBS appears to be firmly on track to meet this target.

Graduation output numbers for the period under review grew as healthily as the number of enrolments. The JBS grew its aggregated graduation output by three times between 2022 and 2023. Notably, the JBS also graduated its first cohort of online MBA students, which is considered a first for a public university business school in South Africa.

The JBS is also encouraged by the improved module success rates from 65% in 2022 to 74% for the period under review. This is evidence that the triple-level student support that the JBS introduced in 2022 is showing signs of success. It is the intention of the JBS to grow module success rates to 80% and above where not in line with industry standards for similar programmes.

## Student satisfaction rates

The JBS is concerned about the decrease in student satisfaction rates from a high of 84% in 2022 to 72% in the year under review. The School has identified specific gaps in its education value chain and has started to implement solutions to mitigate these risks. One of these risks is inadequate service to students, especially in programme coordination and management, which is a function that is critical to the delivery of a good learning experience for students. Recruitment efforts have started to plug these gaps, and a continued risk assessment process is in place to identify, assess, and find solutions for additional risks that are a threat to student satisfaction ratings.

## Research and innovation

In 2023, JBS staff wrote or contributed one book, 29 articles and 11 proceedings. The contribution of JBS staff to these publications amounted to a cumulative value of 20.3 research units. This is an increase from the 13 units that were published in 2022.

Alongside teaching and learning, research is at the heart of any university's mission, and this is the case with both UJ and the JBS. The appointment of academics and researchers with doctorates and NRF ratings, as well as the institution of doctoral programmes and the graduation of students out of them, has rapidly expanded the capacity to produce publishable contributions and to participate in collaborative research endeavours. This research mission of the JBS is further strengthened by the appointment of seven postdoctoral fellows who work with JBS as full-time academics.

## Partnerships, stakeholder, and community engagement

The sustainability of the Business School as a key player in the global business environment depends partly on the quality and diversity of its local and international partnerships. The JBS successfully negotiated and entered partnerships with a variety of partners and stakeholders to drive innovation in education and achieve network effects in the development of digital-first skills, as well as support in our other areas of focus, including sustainability, social impact and diversity, equity, and inclusivity (DEI).

## External funding

External funding is core to unlocking financial resources to supplement the growth of the business school. The JBS drives third-stream income through the Centre for Entrepreneurship and the Executive Education and Programmes Unit. These two entities entered new partnerships for the year under review, increasing their total revenues from approximately R20 million in 2022 to just over R35 million for the year.



# Student EXPERIENCE



Student Affairs

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Arts and Culture

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Sport

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## Student Affairs



During the 2023 academic year, the Student Affairs Division focused on creating a student-friendly living and learning environment through suitable housing, vibrant student life activities, and promoting ethical behaviour.

This report provides a comprehensive overview of the year's activities, achievements, and challenges faced by the student community and Student Affairs. It details the efforts of Student Accommodation and Residence Life (SARL) in providing suitable accommodation and highlights initiatives by Student Life and Governance (SLG) and student governance bodies to enhance the student experience and foster a vibrant campus environment.

The report also covers student disciplinary cases processed by Student Affairs, including corrective sanctions issued by the Student Disciplinary Committee (SDC) and mitigation programmes to promote ethical behaviour and deter dangerous activities.

### Operating Context

Student Affairs comprises three units: Student Accommodation and Residence Life, which is further divided into two subunits, which take responsibility for accommodation in UJ-owned residences and in privately owned student accommodation (POSA), respectively; Student Life and Governance; and Student Ethics and Discipline.

### Student Accommodation and Residence Life

In 2023, the Student Accommodation and Residence Life (SARL) Unit at UJ managed a total of 32 UJ-owned residences spread across four campuses, providing 7,499 beds. Additionally, there were seven UJ-owned residences located off-campus. SARL also maintained seven day-houses to support day students. In total, UJ offered 39 residences across its campuses. Apart from UJ-owned accommodations, 635 properties were accredited to accommodate students who could not secure space in UJ-owned residences.

In 2023, UJ's Student Accommodation and Residence Life (SARL) provided essential housing while enhancing students' learning and living experiences through various programmes. These initiatives supported academic journeys and fostered a respectful student culture by creating learning communities and promoting extracurricular activities.

Residence governance structures, including the House Committee Council and residence academic advisors (RAAs), played key roles in student leadership and academic integration. The House Committee Council, composed of chairpersons from all residence house committees, was central to governance in both UJ-owned and privately owned residences. RAAs, senior students who assisted first-years academically, provided essential support within UJ residences.

SARL also piloted initiatives with privately owned student accommodation (POSA) and the Department of Social Work, offering practical knowledge and work experience to students in social work and community development leadership roles. This pilot programme enhanced collaboration across different student housing sectors, improving support and resources for students both on and off-campus.

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Table 7: Key student accommodation statistics

	Category	Number
Applications for residence	Total number of applications for residences	65,476
On-campus accommodation	Total number of beds available in on-campus residences	7,499
	Total number of beds occupied	7,335
Privately owned accommodation	Total number of accredited privately owned student accommodation houses	635
	Total number of beds available in privately owned accommodation	34,982
Day houses	Total number of students in day houses	357

## Student Life and Governance

In 2023, the Student Life and Governance Unit achieved significant milestones:

- Enhanced academic support through the Residence Academic Advisor program and workshops.
- Implemented diversity, equity, and inclusion initiatives including cultural events and affinity groups.
- Organised diverse extracurricular activities to foster community and develop leadership skills.
- Prioritised student health with expanded mental health resources and fitness programs.
- Addressed food insecurity and hygiene needs with meal and hygiene assistance programs.

Challenges include financial constraints limiting new initiatives, increasing demand for mental health services, and ongoing efforts to improve campus safety amidst recent incidents. These efforts underscore the Unit's commitment to student welfare and community engagement.

## SRC elections

The Student Representative Council (SRC) elections were held on 11–13 October 2023. The purpose of these elections was to democratically select student representatives who would advocate for the student body's interests and concerns.

## Voter turnout

The total number of eligible votes was 14,100, comprising 28.2% of the student population. This turnout indicates an increase from the previous year, where 19.5% of students participated.

## Student Ethics and Discipline

The Student Ethics and Discipline Unit in 2023 managed 499 reported cases, resolving 428 with 71 pending. Of these, 409 resulted in guilty verdicts, split evenly between academic and non-academic misconduct. The majority involved second, third, and fourth-year students (244 cases), followed by postgraduates (92) and first-year students (73). Sanctions ranged from warnings to temporary expulsion from the University.

## Academic integrity campaigns during examinations

Academic integrity campaigns were conducted during examinations to uphold ethical standards as per the UJ Student Charter. These initiatives utilized uLink and UJFM, alongside traditional print media, to effectively communicate messages on academic honesty.

## Arts and Culture

The Division of Arts and Culture within the Faculty of Art, Design, and Architecture (FADA) offers an extensive extramural arts and culture program. This includes a diverse annual schedule of performing arts and exhibitions, available to students across the institution, and attracts high-calibre international partners and collaborators.

The extracurricular activities, provided at no cost, encompass the UJ Choir, drama, photography, ballet, Afro-fusion, contemporary dance, poetry classes, workshops, and slam competitions. Central to student engagement is the UJ Arts Academy. In 2023, 3,187 students applied, 898 were invited to audition for the Arts Academy and UJ Choir, and 339 were selected to participate. Of these, 268 students earned cultural bursaries, based on strict attendance and participation criteria.

Arts Academy activities culminated in a weeklong year-end showcase attended by family, friends, and the public. The UJ Choir performed nine times at graduation ceremonies, held 19 concerts with over 10,000 attendees, and conducted six recording sessions. Students participated in five professional productions, performed at 21 UJ events, and went on three excursions to the KUESTA Choral Festival, Vrystaat Arts Festival, and the Poetry Africa International Festival.

An extensive student arts appreciation program enabled 1,271 students to attend film screenings, theatre productions, and exhibition openings. Additionally, six masterclasses were offered to 78 of the 373 applicants. Overall, the Division's student-targeted activities reached 2,753 participants.

The Division's strategic annual exhibitions and performing arts program provided the UJ community with high-quality arts and culture experiences. The program included three on-site and four off-site exhibitions. Through the UJ Playwriting Laboratory, three new South African plays were recorded for 2024 podcast release, and five plays were published by Junkets. The Division also produced five theatre productions and three music projects.

Student Affairs engaged faculty and College of Business and Economics representatives to review and enhance the disciplinary process, ensuring it aligns with the University's reputation and supports student development.

In collaboration with the Transformation Unit, Centre for Student Health and Wellness, Protection Services, and PsyCaD, multiple campaigns targeting gender-based violence (GBV) were launched to address risky student behaviour.

Arts and Culture's programme was enhanced through robust partnerships with organizations such as the MTN SA Foundation, Centre for Creative Arts at the University of KwaZulu-Natal, Vole Ballet, Dramatec, Broken Borders Dance Company, Mzansi Youth Choir, Imilonji Chorale, PopART, RapidLion International Film Festival, Drama for Life at the University of the Witwatersrand, Performing Studies International Conference, New Music Africa, Malmö University, Windybrow Theatre, Italian Institute, Australian High Commission, University of Zürich, Cardinal Singers of Louisville (USA), and the University of the Free State. The Division also collaborated with internal stakeholders, including UJTV, UJFM, the Transformation Unit, and Alumni and VC Offices.

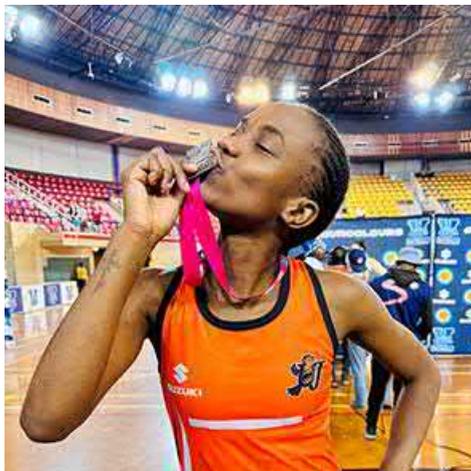
The Division supports employment readiness and mentorship through an internship program funded by the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA). In the year under review, 49 recent graduates, including 34 UJ alumni, received practical training in digital art, event management, copywriting, sales and marketing, hospitality, sound and lighting for theatre, and gallery operations. Most interns were based at the Arts Centre, with others hosted by the Faculty of Art, Design and Architecture, various university departments, Business and Arts South Africa (BASA), and PopART Theatre Company. Additionally, the Division manages the Arts Centre's front-of-house service, employing four UJ alumni and 18 current UJ students as cashiers and ushers.

The musical 'Hlakanyana', produced by Arts and Culture in 2022, received 14 nominations and won a record-breaking eight Naledi Theatre Awards in 2023. At the Vrystaat Arts Festival, 'Echoes of Heritage', produced by Arts and Culture and performed by UJ Choir, won the Vryskitters Award for Best Musical Composition. The Division's Operations Manager and Producer, Karabo Mtshali, was nominated for Best Set Design for 'Ruined', and resident Director, Jade Bowers, was nominated for Best Set Design for 'Parrot Woman' at the Naledi Theatre Awards. Senior Choir Master, Renette Bouwer, received a Lifetime Achievement Award from the Federasie van Afrikaanse Kultuurvereniginge (FAK) in 2023.

# Student EXPERIENCE



## Sport



In 2023, our teams and staff members continued to excel in student sports both locally and globally, contributing to the sustained rise of UJ Sport.

Our athletes performed exceptionally at the World University Games in Chengdu, China, from 28 July to 8 August. Caitlin Rooskrantz shone at the FIG Artistic Gymnastics World Championships in Antwerp, Belgium, qualifying for the 2024 Paris Olympic Games. She also won the UJ Sport Student-Athlete Award, recognizing her combined academic and sporting excellence, with the competition being decided by just a 1% margin. Caitlin was also named the UJ age group Sportsperson of the Year.

Athlete Tsebo Matsoso was awarded UJ Sportsman of the Year, while Jovial Mbisha was crowned Sportswoman of the Year. The Athletics Club delivered an outstanding performance, earning top honours for the year.

UJ Sport Senior Director, Nomsa Mahlangu, also did us proud in 2023 when she was elected to the Executive Committee of the International University Sports Federation (FISU), the governing body of student sport globally.

The UJ Men's football team were promoted to the ABC Motsepe League after winning the regional league and qualifying for the playoffs where they triumphed and earned their spot among the paid of SA football.

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**“UJ’s Student Accommodation and Residence Life (SARL) provided essential housing while enhancing students’ learning and living experiences.”**

This continued excellence from our athletes does not happen without careful and intense planning, preparation, support, and execution of not only the competition but also of the preparation required to execute at the highest level, and to achieve and to realise the latent potential of our athletes.

## Operating Context

UJ Sport comprises three units, with Sport Clubs as the core component of the Division. The other two units provide the necessary support for performance of both students and staff, namely Athlete Support, which is responsible for the physical, emotional, and academic welfare of student athletes; while Support Services is responsible for facilities, events, marketing, communication, and maintenance, including internal UJ Sport transport.

## Sport Clubs

The Sport Clubs Unit as the core function of the UJ Sport Division undergoes continuous changes through a process of review and reconfiguration. The strategic planning session can recommend new categories of the sporting codes. At present, the following sporting codes are available.

### Priority codes/elite sport

- Athletics (men and women)
- Cricket (men)
- Football (men and women)
- Netball (women)
- Rugby (men and women)

### Competitive codes

- Basketball (men and women)
- Esports
- Hockey (men and women)
- Rowing (men and women)
- Sport for Students with Disabilities (SSD)
- Squash (men and women)

### Social/mass participation

- Chess
- Indigenous games
- Martial arts

## USSA Competitions

UJ Sport is a member of University Sport South Africa (USSA). USSA provides a platform for all universities and universities of technology to compete in national institutional tournaments.

## Varsity Sport

The Varsity Sport tournaments are the most prestigious university competitions in the country. Only institutions that finish in the top eight USSA competitions have the privilege of participating in the Varsity Sports tournaments.

UJ competed in all Varsity Sports events in 2023, including playing in four finals of the five competitions, the only institution to have done so in the history of Varsity Sport.

## International participation

Several UJ teams and student-athletes competed in various international tournaments in 2023, showcasing UJ's contribution to sports development in South Africa and the home countries of international students.

At the Universiade in Chengdu, China, UJ athletes won several medals. Tsebo Matsoso secured a gold medal in the men's 200m sprint and a bronze in the men's 4x100m relay, exemplifying UJ's values of excellence and a winning culture. Jovial Mbisha was the only UJ woman to win a medal, capturing bronze in the women's 4x100m relay. Nhlanhla Maseko also contributed to the men's 4x100m relay team's bronze medal win.

## Team accolades

UJ Athletics Club continued to shine at both national student and Federation events, and UJ were once again crowned USSA champions at the track and field championships and finished third at the USSA cross country championships despite having a smaller team than our opponents. Athletics also won Club of the Year at the UJ Gala Dinner in November 2023.

- Men's Football Team – Our senior team won promotion to the ABC Motsepe League.
- Basketball – Men crowned USSA 3x3 Champions
- Women's Football – Qualified to play in the Hollywoodbets Women's National League
- Women's Diski Challenge – Winners
- Women's Rugby – Mastercard Women's Pirates Grand Challenge Winners
- Cricket – Macrocomms T20 Tournament
- Rugby Men's 15s – Runners-up at USSA Rugby Champs
- Netball – Runners-up at Varsity Netball Tournament
- Women's and Men's football teams – Runners-up at the Varsity Football Tournaments
- UJ successfully hosted the FASU 3x3 Championships at SWC.

# Student EXPERIENCE



## Individual accolades

- Sport for Students with Disabilities (SSD) member, Michelle Moganedi, was awarded the Gauteng Disability Sport Women of the Year award at the Gauteng Sports Awards Dinner.

We saw the introduction of the Gauteng Netball Provincial League and Varsity Cup Rugby for women, and our Rowing Club was honoured by an invitation to take part in the Split Regatta in Croatia.

2023 saw a notable increase in student participation across sport clubs, indicating a growing interest in sports and recreational activities among the institution, including staff sport and community outreach.



## Athlete Support Unit

The Athlete Support Unit plays a pivotal role in the holistic development and well-being of student-athletes, with key responsibilities including:

- Identification of Needs: Collaborates with high-performance sporting codes, coaches, and managers to identify sports science and medical needs.
- Athlete Support Programme: Implements tailored support programmes, aligning medical services with the needs of high-performance sporting codes.
- Periodised Planning: Manages periodised plans within each sporting code, adjusting as needed to ensure continual success.
- Tournament Preparation: Works with coaches and sports managers to identify needs for major tournaments such as USSA and Varsity Sports tournaments.
- Sports Psychology and Academic Support: Provides sports psychology services to enhance mental resilience and performance, and offers academic advice to support both athletic and academic pursuits.
- Gymnasium Facilities: Ensures gym facilities meet high standards, providing an environment conducive to athlete development and prioritising excellent customer service to enhance membership retention.

The Athlete Support Unit is composed of the following units:

- Sport Science
- Sport Psychology and Academic Advice
- Sport Medicine and Rehabilitation
- Gymnasiums

## Sport Science

Sport scientists work closely with coaches to prepare teams and develop sport-specific training programmes. This relationship considers space and equipment available for the athletes to train at UJ facilities and, in some instances, at home. The sport scientists give weekly updates to coaches in terms of player readiness for matches, which plays a vital role in recovery after matches.

## Sport Psychology and Academic Advice

The Sport Psychology and Academic Advice Unit provides the following services:

- Motivational letters
- Academic support
- Recruitment guidance to recruits and sport managers
- Varsity Sport audit forms
- Academic monitoring with a specific focus on academic check-in sessions
- Eligibility of players

This year, the emphasis was on providing student-athletes, specifically first-year students, with skills to assist them as high-performance athletes. Mental performance sessions were held with some of the high-performance teams, and the mental performance coach accompanied the Varsity Cup team for their competitions.

## Sport Medicine and Rehabilitation

The sport medicine healthcare provider has a significant role to play within the sporting environment by providing services to the teams and coaches and contributing to the athletes' healthcare needs. UJ contracted Sport Medicine Africa to provide all the necessary sport medicine support, including match day doctors, for all Varsity Sport and Varsity Cup matches. One of the critical elements dealt with is player assessment before athletes sign up for UJ teams. The player injury management services include physiotherapy and biokinetics.

## Gymnasiums

The Gymnasiums operate as a financially self-sustainable entity and provide a consistent product and service offering on all four UJ campuses.

The goal of the gymnasiums is to enable as many people as possible, from our student population to all staff and alumni, to live a healthier lifestyle through exercise and thus actively contribute to the University's goal of a healthy campus.

## Fourth UJ Sport Conference

The Fourth UJ Sport Conference, themed 'Integrating Science and Practice: A Multi-disciplinary Approach to Sports Medicine, Rehabilitation, and Performance Enhancement,' underscored the Unit's commitment to advancing knowledge and collaboration in sports. It provided a platform for discussing the practical application of scientific advancements in sports medicine, rehabilitation, management, and performance enhancement.

The conference aimed to foster interdisciplinary dialogue and promote the implementation of scientific advancements across various sports disciplines. By emphasising a holistic approach to athlete care and performance optimization, it addressed gaps in the field, enhancing athlete well-being, recovery, and performance outcomes.

Furthermore, UJ staff continued to contribute significantly to the broader elite SA sports community through their service to sports teams and individuals.

## Support Services Unit

The Support Services Unit provides the clubs with the necessary support, namely facilities, communications and media, marketing, maintenance, event management and the FISU Healthy Campus. The Events Management Unit works closely with the Sport Clubs, as the events hosted are essentially on behalf of UJ Sport or a specific sporting code. The Unit also relies on both internal and external partners, which include UJ Security, Occupational Safety, the PHC Clinics, the City of Johannesburg, and the community in general.



# Student EXPERIENCE



## UJ sport events

In 2023, UJ sport events demonstrated resilience, adaptability, and a commitment to enhancing the UJ brand through engaging and strategic marketing. Highlights included hosting the Varsity Cup Rugby, Varsity Football Tournament, and Varsity Netball Bumper Weekend in August and September. These events aimed to engage students, elevate women's sports, and foster community within the University.

The FASU 3x3 Basketball Championships at the Soweto Campus attracted teams from across Africa, crowning African champions and determining qualifiers for the FISU Basketball 3x3 Championships. The Varsity Football Tournament featured seven games, culminating in a closely contested final where UJ narrowly lost by a single goal.

The Varsity Netball Bumper Weekend, held at UJ Soweto Campus's Imbizo Hall, aimed to increase the visibility of women's sports and saw UJ's netball team reach the final for the first time in history. Volunteers played a crucial role in the event's success.

The Sport Gala celebrated the achievements of athletes, clubs, and teams throughout the year, held at a scenic venue in Johannesburg North, enhancing the experience for all attendees with favourable weather.

Overall, 2023 showcased the UJ Sport Events and Marketing Unit's commitment to delivering impactful events. As the UJ brand continues to grow, the focus remains on enriching the student experience, engaging the community, and promoting a culture of excellence in sports.

## Facilities

Various sports facilities have been upgraded to ensure that UJ continues to offer its athletes world-class facilities to ensure they always realise their potential. In 2023, the following facilities had major renovations:

- **Athletics track resurfacing:** The project commenced in November 2022 and was concluded in March 2023. The facility has received IAAF certification, which allows us to host international events and contributes to our third-stream income.

- **Indoor Basketball court flooring:** The floor in the court had been damaged by water below it. A project to reinstall the floor was initiated, commencing in December 2023, and expected to be completed by the end of January 2024. The project is monitored by structural engineers to ensure that it can withstand basketball requirements.

Offering such world-class facilities does come at a considerable cost to us at UJ Sport, and hence substantial rental fees are charged. These rates essentially see us recoup our outlay in terms of cost of maintenance and staff costs. We continue to plan our investment meticulously and carefully into facilities development and maintenance to ensure we remain the leaders in this area.

## FISU Healthy Campus Programme – Certification levels

UJ is currently certified at the Gold level in the FISU Healthy Campus Programme, scoring 82% on 100 criteria with evidence documents and seven Best Practices. This certification places UJ as the only South African institution certified in the programme and one of just three African institutions to achieve this level. It underscores UJ Sport, University management, and leadership's dedication to promoting comprehensive well-being among its students.



# Stakeholder ENGAGEMENT



University Relations

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## University Relations

The purpose and drive of the Division of University Relations is to ensure active stakeholder engagement to advance the profile and reputation of the University.

This drive has a broad scope and is accomplished by integrating the functions of the various operating units in University Relations:

- Strategic Communications, which safeguards and advances UJ's reputation.
- Marketing and Brand Management, which builds and protects UJ's corporate brand.
- UJFM, which drives strategic communication with current students.
- Community Engagement, which creates active interaction between UJ and its communities.

During the year under review, University Relations played a critical role in promoting public understanding and recognition of UJ as a global leader in higher education, as well as its significant and growing goal of becoming a University of choice, globally.

### Strategic Communications

In 2023, the University solidified its position among the top three South African universities, maintaining a strong media presence. UJ's media content consistently conveyed positive messages, enhancing the University's national and global reputation. This increased visibility resulted from a robust communication and media strategy, including the proactive promotion of stories on relevant national and international issues, alongside a rise in thought leadership articles, expert commentary, and UJ research. Two independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater, confirm the University's continued positive trajectory in various media categories during the reviewed period.

Below are the various categories of UJ appearances in the media in the period under review:

- 555 UJ experts active in giving expert commentary in national media.
- 214 appeared in global media.
- 10,101 total media clippings generated.
- 365 op-eds across all media, including those with strong links to 4IR and SDGs.
- Over 50 research and innovation stories featured and amplified on radio and TV stations.

Despite key changes in leadership positions, including the Vice-Chancellor, Registrar, Chair of Council, and Chancellor, the University maintained an enhanced media presence. This success can be attributed to an effective communication strategy that not only kept the University community and external stakeholders well-informed about these changes but also played a crucial role in managing public perceptions. Moreover, the strategy contributed to building relationships based on trust.

### Launch of UJ News and UJTV

The improved media presence was also because of the best communication practices, including impactful storytelling techniques infused with multimedia as well as introducing new innovations. On 1 August 2023, Strategic Communications launched a new website, UJ News ([news.uj.ac.za](https://news.uj.ac.za)), aimed at providing a user-friendly platform for accessing the latest institutional updates, groundbreaking research, and inspiring stories from the University.

The website provides a smooth browsing experience, keeping users informed about developments across the University. Notable features include multimedia elements, live broadcasts of UJFM 95.4, feature articles, a roster of media experts, faculty showcases, and compelling stories highlighting the University's achievements and endeavours. Since then, the website has garnered a positive reception and experienced a remarkable start, gaining significant traction.

Another highlight was the launch of UJTV in June 2023, as a university broadcast channel providing educational and intellectually stimulating content to the University community and the broader public. Showcasing the excellence of UJ's academic programmes and research as well as the University's community work, arts, and sports, UJTV also serves as an experiential platform for students in the Department of Communication and Media to hone their skills and helps prepare them for the employment market.

# Stakeholder ENGAGEMENT



## Launch of UJ News and UJTV

Strategic Communications also hosted the launch of the 2022 Stakeholder Report on 15 August 2023. At the event, UJ's Chair of Council, Ms Xoliswa Kakana, offered a frank assessment of UJ's performance for the year under review.

## Awards

Strategic Communications demonstrated its continued excellence in marketing and communication by winning seven awards at the 2023 MACE (Marketing, Advancement, and Communication in Education) Excellence Awards. The awards ceremony, a significant event during the annual MACE congress, occurred at the University of the Western Cape on 16 November 2023.

Strategic Communications received awards for the following:

- Livestream: High Tea with the VC.
- Technology for societal impact video campaign.
- Igniting Change: UJ's Electric Buses Revolutionise Campus Transport.
- A PsyCaD Story: Breaking the Silence with Boikgantsho Dibakoane.
- UJ News Website.
- UJ 2022 Stakeholder Report.
- Weekly Vice-Chancellor Message.

## Marketing and Brand Management

The Marketing and Brand Management team, comprising Brand Marketing, Student Marketing (national), Social Media, Events, and the Graphic Design Studio, continuously work towards positioning, promoting, and protecting the UJ Brand.

For the year under review, we are proud to share that the team won six MACE and one other awards for the excellent work produced:

- MACE Gold Excellence Award for the Cloudebates – top of category.
- MACE Gold Excellence Award for Facebook – top of category.
- MACE Bronze Award for Responsible Use of Social Media.
- MACE Bronze Award for Instagram.
- MACE Bronze Award for 'Welcome to a new era – Vice-Chancellor launch campaign'.
- MACE Bronze Award for FADA Undergraduate Marketing Brochure (design).
- World Federation of Chiropractic Conference, Australia – Best African Region Poster. Research poster designed for Prof Chris Yelverton, Department of Chiropractic (design).

## Brand Marketing

The Brand Marketing team faced significant challenges in 2023 due to delays in finalising the agency tender for the UJ marketing plan. Although the strategy was approved in February, implementation was delayed until August, impacting the campaign's effectiveness. Despite this, the team creatively and successfully met most of their goals.

On 1 March 2023, Prof Mpedi became Vice-Chancellor and Principal. The Marketing and Brand team introduced new marketing messages aligned with his strategic direction – 4IR + Societal Impact. Branded screens featured messages such as "Technology is only advanced with humanity," marking a new era at UJ.

To promote UJ as a thought leader in 4IR and its societal impacts, the 2023 Beyond Imagining e-zine series focused on artificial intelligence (AI). The two issues explored AI's definition, current uses, and moral implications, highlighting human traits AI cannot replace. These e-zines, along with all campaign content, are available on the [uj.ac.za/4IR](http://uj.ac.za/4IR) website.

The Cloudebate™ series, launched in 2022, continued with high-quality, pre-produced, magazine-style programmes livestreamed with audience interaction on social media.

Key episodes included:

- 28 June: "Transformer or Terminator? You decide". Hosted by Prof Habib Noorbhai, this episode examined generative pre-trained apps.
- 25 October: "Beyond the Hype: Examining the moral landscape of AI". Hosted by Prof Hossanna Twinomurinzi, featuring interviews with Prof Mpedi, Prof Nicole Stremiau, and international guest Naveen Joshi.

In addition to the two pre-produced Cloudebate™ episodes, two mini Cloudebates were produced and broadcast on UJ's social media pages, advertised via video adverts.

These short Cloudebates featured:

- "AI cannot replace Human Expertise" – Prof Habib Noorbhai.
- "AI generated Tutors" – Ritesh Kanjee, UJ alumnus and Director of Augmented Startups.

All content and activities were marketed through an omni-channel media campaign using radio, TV, billboards, street pole posters, social and digital media, targeting national, African, and international audiences. The 2023 campaign rollout was delayed until August due to the brand agency tender process, impacting the annual research.

Research tracking in 2023 indicated an increase in respondents considering UJ as the best university in South Africa, with UJ at 21%, closely following UCT at 23%. UJ's strong 4IR positioning highlights its innovation and trendsetting reputation. However, the late start of the 2023 marketing campaign led to a decline in the expression indicator.

The mobile brand shop hosted successful pop-up shops on all campuses three times during the year, distributing first-year brand packs to new students and marketed via UJ social media platforms.

## Student Marketing

With the UJ mandate to interact with schools, educators and learners, Student Marketing implemented the following activities during 2023:

- Presentations to Grade 12 learners – 276.
- Presentation to Grade 11 learners – 146.
- Life Orientation teacher visits – 275.
- Visits to school principals – 35.
- Campus visits and parent evenings – 23.
- Career days – 119.
- Career expos – 28.
- Delivery of teacher packs and other marketing materials to schools – 124.

A prestigious Orange Carpet Top Achievers Event was hosted with 819 learners and their parents filling the Sanlam Auditorium. The purpose of this event is to convert applications to registrations among these top learners. The Orange Carpet candidates' applications increased from 4,849 in 2022 to 5,082 in 2023.

An event was hosted for Grade 9 learners and their parents to assist them in choosing subjects during this important time in their lives. An event was also hosted for Life Orientation teachers where the Faculty of Education hosted a Scratch Coding session.

The Student Marketing team adopted the use of a system called MapIt to provide intelligent mapping solutions in determining the most effective footprint for the Student Marketing teams' marketing efforts. This also includes an app, which allows for real-time updates of information when visiting schools. It also provides a log of schools visited.

# Stakeholder ENGAGEMENT



## Social media

The social media strategy was rolled out successfully, and all platforms grew, as indicated in the table below. A positive sentiment was maintained on our social media pages throughout the year, with an overall reach of 34,872,693.

Table 8: Social media usage

	End 2022	End 2023	Growth
Facebook	636,741	678,558	+41,817
LinkedIn	337,540	380,505	+42,965
Twitter (now X)	83,997	88,178	+4,181
Instagram	46,400	52,000	+5,600
YouTube subscribers	19,300	22,600	+3,300

Highlights include:

- The UJ Facebook page has the highest number of followers of all South Africa's contact universities, holding position 63 in the world.
- The UJ Instagram page was verified – the first higher education institution in the country to have a page verified on Instagram. The UJ WhatsApp chatbot, Meta Business Suite Account for Facebook, and Instagram were also verified.
- In support of UJ's search engine optimisation (SEO), there were 923,057 click-throughs from social media posts to the UJ website during the year under review.
- As part of the Responsible Use of Social Media Campaign, which has been running over the past few years, 77 staff members and 80 students received training on the effective use of social media.
- To monitor and maintain UJ's social media presence, 166 social media pages were audited, and consultations were held where concerns were identified.

## Event Management

The Events Management Unit manages and executes high-profile events for the UJ Council, Vice-Chancellor, and the Executive Leadership Group.

In 2023, the Events Management Unit successfully managed 73 events and 68 graduation ceremonies on behalf of the Executive Leadership Group. Honorary doctorates were conferred on five candidates, and all graduation ceremonies were livestreamed.

Noteworthy events included the farewell of Prof Tshilidzi Marwala, the former Vice-Chancellor of the University, in January 2023; the Inauguration of the new Vice-Chancellor, Prof Letlhokwa Mpedi, in March 2023; and the Coronation of the Vice-Chancellor in November 2023 as a Chief to the Aboadze Kingdom (Central Region of Ghana).

In addition, the Annual Council awards took place in November 2023 where UJ recognised two Ellen Kuzwayo recipients and two Alumni Dignitas recipients.

## Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio of the University of Johannesburg, with four experienced graphic design staff members. The Studio successfully completed 895 projects comprising 8,084 designed pages in 2023. After the record number of design projects and pages completed in 2022, the design requests have again settled down to the more manageable figures of 2021.

The Studio offers a range of services, including digital and print advertisements, illustrations, infographics, academic posters, reports, covers, magazines, brochures, promotional material, and signage.

## UJFM

UJFM, in collaboration with the UJ School of Journalism, aims to develop broadcasting talent by integrating 52 UJFM students into the station's programming. The station increased its visibility and recognition in 2023, becoming a finalist in six categories and winning two awards, including Station Imaging combined with Community Radio Station and Best News Anchor Campus Breakfast Show.

UJFM has broadcasted 5,225 UJ-related news items, featured 34 exceptional students, and used 51 radio slots for educational and entertaining content. The station conducted 18 high-profile interviews to further highlight UJ's achievements. Revenue generation diversified through advertising, sponsorship, and production work, achieving a total of R1.35 million.

UJFM enhanced campus culture with 37 successful "Fantastic Fridays" activations, a 15% increase in social media engagement, and an average listenership of 43,578 on its stream.

## Community Engagement

UJ is dedicated to community engagement as an integral part of its mission. The institution aims to inspire its community to transform and serve humanity through innovation and knowledge pursuit, utilising its human capital. The UJ Community Engagement (UJ CE) Unit envisions integrating community engagement into teaching, learning, and research, demonstrated through three pillars: service learning, community-based research, and organised outreach. In 2023, the CE Unit implemented strategic initiatives, facilitated collaborations, and recorded 317 community engagement projects across faculties and divisions, aligned with these pillars.

- Organised outreach – 147 projects
- Service learning – 148 projects
- Community-based research – 22 projects

## Strategic initiatives: 2023 achievements

The Community Engagement Unit implemented the following projects, programmes, and events for 2023.

### Student Volunteer Programme

The student volunteer programme is an institutional flagship programme that focuses on recruiting students to volunteer in the communities that UJ works with. For 2023, the programme recruited 18,898 volunteers, which exceeded the target of 18,000.

## CEyafunda training and development programme

Through the CEyafunda project, the CE Unit implemented educational programmes in schools, NGOs and NPOs. The project focuses on tutoring and mentorship of learners in Science, Technology, Engineering and Mathematics (STEM) and literacy.

## Community-based organisations (CBO) engagement forums

The CE Unit hosted four quarterly CBO forums in 2023. These forums are intended to discuss the organisations' partnerships with UJ, such as volunteer placement and collaboration on community programmes and projects. The forums also provide an opportunity for CBOs to network with one another, share resource information, and discuss solutions to problems in the NGO sector.

## Community engagement annual showcase seminar

This initiative encourages and motivates students to participate in community development, serve their communities, and emphasise commitment to the common good. In 2023, the Showcase competition took place on 18 October 2023, with the theme "Leave no one behind". The winners of the 2023 competition are included in the full report.

## Imbizo Awards

Annually, the CE Unit hosts the Imbizo Awards to recognise the top 100 students who participated and excelled in sustainable community engagement projects. The theme for 2023 was "Harnessing the power of volunteerism in community engagement".

## 2023 UJ Community Engagement Service Excellence Awards

On 21 November 2023, the CE Unit hosted the Community Engagement Service Excellence Awards (CESEA) to honour and celebrate faculties and divisions for the community engagement work that they do.

Numerous other initiatives were implemented by the CE Unit and also by faculties and divisions in 2023.

# Stakeholder ENGAGEMENT



## CE programmes and projects by Faculties and Divisions

The UJ Community Engagement Policy gives the Unit a mandate to coordinate and report on community engagement projects implemented by UJ faculties and divisions. The same policy provides for the MEC to have oversight of CE activities at UJ. To this end, MEC has representation through the Community Engagement Advisory Board (CEAB) led by an MEC member, Dr Nolitha Vukuza, the Senior Executive Director: University Relations, UJ Sport and Student Affairs. The purpose of CEAB is to provide advice and report to the MEC on all institutional community engagement activities and projects. Faculties (including the college) are represented on the CEAB by CE coordinators who report on community engagement projects from their respective faculties and divisions. For 2023, 317 CE projects were implemented by faculties and divisions.

## Contributions by other divisions and units

### Alumni Office

The Alumni Office plays a pivotal role in maintaining connections with the University's alumni network, fostering community, and encouraging contributions back to UJ. With nearly 190,000 active, contactable subscribers from a global pool of 294,100 alumni, the Office ensures strategic communication of UJ activities and events. Efforts to update alumni contact information have increased regular communications.

The award-winning UJ Alumni Impumelelo magazine, which plays a vital role in alumni relations, launched two editions in 2023:

the 10th edition focused on the Faculty of Education, and the 11th on the Faculty of Science. Additionally, Volume 3 of the Convocation newsletter was released, providing updates on Convocation-related matters, including the annual general meeting.

The Alumni Office regularly organises events to strengthen bonds with the University and unite alumni. These include successful in-person and interactive virtual events. Collaborations with internal and external stakeholders help host these events and launch affinity groups and international chapters, raising awareness about platforms, opportunities, and the benefits of active involvement with UJ. These events also provide a valuable networking platform for alumni within their respective industries.

In 2023, the Alumni Office launched two international chapters: the UJ Alumni Ghana Chapter, the second chapter in Africa, and the UJ Alumni United Kingdom Chapter. These launches received widespread acclaim, fostering the need to establish more international chapters soon, engaging alumni from diverse cultures and backgrounds. The successful global participation in these launches enriched the events with diverse perspectives, fostered cultural exchange, and inspired action beyond borders.

Locally, the Alumni Office launched key affinity groups such as the UJ Choir Alumni Affinity Group, the Johannesburg Business School Alumni Affinity Group, and the UJ Alumni Sports Affinity Group. These groups provided invaluable opportunities for alumni to network with their alma mater and foster long-lasting collaborations.



# Managing RISK



## Management of academic risks

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

## Management of financial risks

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

## Management of operational and other risks

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

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

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



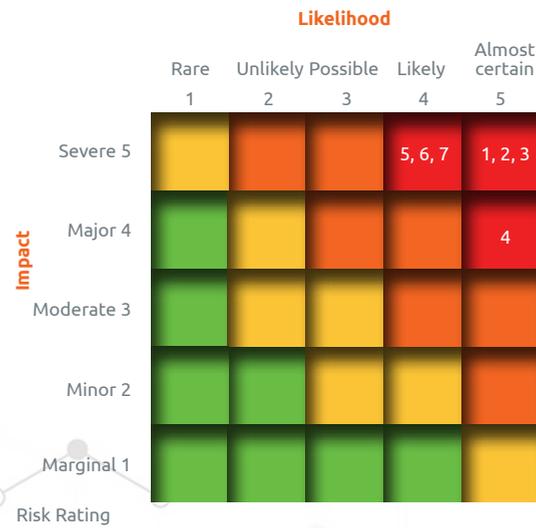
# Managing RISK



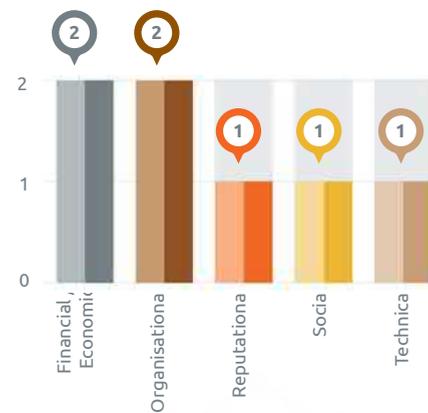
## Top seven institutional risks

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

Residual Risks Heatmap



Risks per Category



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



# Financial PERFORMANCE



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“Despite operating in an environment mired with funding constraints, we managed our budgets effectively, well on track to outperform our approved operating budget for the year. This has resulted in a strong balance sheet, with a stable liquidity and cash flow profile.”



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

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

## Operating income

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

Table 9: Income

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



## Expenditure

Consolidated expenditure has grown by 9% at R6,123 million (2022: R5,635 million) with an increase of 7% in remuneration costs. Bursaries and scholarships awarded increased by 6%, while impairment for student and other debt decreased by 1%. Other expenses grew by 14%, largely because of the costs associated with the experienced energy and water outages, continued currency depression, and increased travel and conferencing after the COVID-19 restrictions.

## Surplus for the year

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

## Net assets

Our net assets totalled to R10,133 million, showing a growth of 7% from R9,446 million in the previous year. Outstanding student debt amounted to R989 million (2022: R912 million), a growth of 8% from the previous year, largely due to funding withdrawal by NSFAS for previously funded students. Net of impairment, the student debt amounted to R406 million, a growth of 33% from the prior year-end amount of R306 million. While this is indicative of the nationwide economic hardships, this is clearly a significant threat to the financial sustainability of the University.

# Financial PERFORMANCE



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

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

While funding sources remained constrained, the University has continued to deliver its infrastructure investment programme, with our property, plant and equipment growing by 9% to R3,391 million (2022: R3,107 million), with additions totalling R396 million in the year under review. Significant additions were the acquisition of the UJ Atrium building, electric bus fleet and computing equipment.

The infrastructure investment is reflected in the 16% reduction in our cash and cash equivalents from R2,560 million in the previous year to R2,151 million.

## Equity and reserves

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

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

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

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

