



20 YEARS
— 2005-2025 —

Our Future. Reimagined.

20/24 ANNUAL REPORT



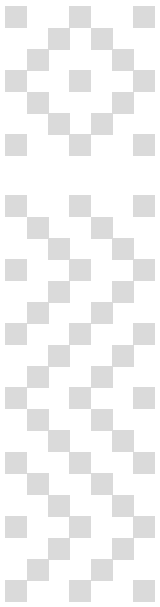


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Scope and Boundary of the Report and Report Content

OVERVIEW, SCOPE AND BOUNDARY OF THE REPORT

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

The Annual Report covers the period of 1 January 2024 to 31 December 2024 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

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

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

- The Regulations for Reporting by Public Higher Education Institutions.
- The UJ Strategic Plan 2025 and the UJ Strategic Plan 2035, together with predetermined objectives, as approved by Council and reflected in the Annual Performance Plan (APP).
- The Institutional Risk Register, approved by Council.

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



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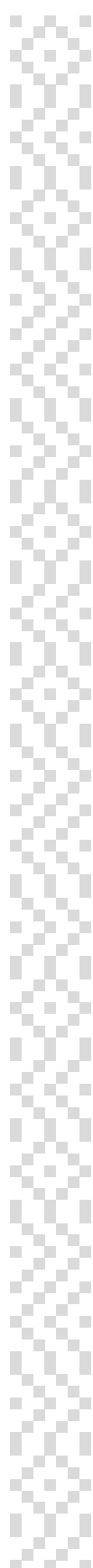
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Bettine van Vuuren

Bettine van Vuuren (Prof)

Registrar





LIST OF ACRONYMS AND INITIALISMS

| | |
|---------------|---|
| 4IR | Fourth Industrial Revolution |
| AABS | Association of African Business Schools |
| AACC | Academic Administration Coordination Committee |
| AAMP | Accelerated Academic Mentorship Programme |
| ABASA | Association for the Advancement of Black Accountants of Southern Africa |
| ABLU | Annual Banking Law Update |
| Absa | Absa Group Limited, originally Amalgamated Banks of South Africa |
| ACDB | African Centre for DNA Barcoding |
| ACE | Africa Centre for Evidence |
| ACED | Academic Citizenship and Economic Development Centre |
| ACEPS | African Centre for Epistemology |
| ACSSE | Academy of Computer Science and Software Engineering |
| ACU | Association of Commonwealth Universities |
| ADC | Academic Development Centre |
| ADI | Academic Development and Innovation |
| ADS | Academic Development and Support |
| AHPCSA | Allied Health Professionals Council of South Africa |
| AI | artificial intelligence |
| AICA | International Association of Art Critics |
| AICPA | American Institute of Certified Public Accountants |
| AIDS | Acquired Immune Deficiency Syndrome |
| AL | assistant lecturer |
| ALC | African Laser Centre |
| ALU | Academic Literacies Unit |
| AMCHES | Ali Mazrui Centre for Higher Education Studies |
| ANIE | African Network for Internationalization of Education |
| APB | Auckland Park Bunting Road Campus |
| APK | Auckland Park Kingsway Campus |
| APP | Annual Performance Plan |
| APS | Admission Point Score |
| APTS | Academic Programme Tracking System |
| ARCC | Audit and Risk Committee of Council |
| ARO | African Reclaimers Organisation |
| ARPL | Artisan Recognised Prior Learning |
| ART | antiretroviral treatment |
| ARWU | Academic Ranking of World Universities |
| ASJC | All Science Journal Classification |

| | |
|------------------|--|
| ASSAf | Academy of Science of South Africa |
| AU | African Union |
| AUP | agreed-upon procedure |
| AVE | advertising value equivalent |
| AWCA | African Women Chartered Accountants |
| AWS | Amazon Web Services |
| BA | Bachelor of Arts |
| BA Ed | Bachelor of Arts in Education |
| BASA | Business and Arts South Africa |
| B-BBEE | broad-based black economic empowerment |
| BEAHT-RC | Biomedical Engineering and Healthcare Technology Research Centre |
| BEd | Bachelor of Education |
| BGUR | Best Global Universities Rankings |
| BHS | Bachelor of Health Sciences |
| BRICS | Brazil, Russia, India, China and South Africa |
| BSc | Bachelor of Science |
| BTech | Bachelor of Technology |
| CA | Chartered Accountant |
| CAA | Central Academic Administration |
| CACS | Centre for Africa/China Studies |
| CADS | Centre for Data Science |
| CAGR | compound annual growth rate |
| CALS | Centre for Applied Legal Studies |
| CALSTEAM | Centre for Advanced Learning Technologies in Science Technology Engineering Arts and Mathematics |
| CALT | Centre for African Languages Teaching |
| CAMPROSA | Campus Protection Society of Southern Africa |
| CANSA | Cancer Association of South Africa |
| CAPQP | Centre for Academic Planning and Quality Promotion |
| CASD | Centre for Academic Staff Development |
| CAT | Centre for Academic Technologies |
| CATHSSETA | The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority |
| CAVARS | Culturally anchored virtual and augmented reality simulations |
| CAWE | Community, Adult and Worker Education |
| CBE | College of Business and Economics |
| CBL | Centre for Banking Law |
| CBO | community-based organisation |
| CBR | community-based research |
| CCRED | Centre for Competition Regulation and Economic Development |

| | |
|-----------------------|--|
| CE | Community Engagement |
| CEAB | Community Engagement Advisory Board |
| CEI | Centre of Ecological Intelligence |
| CENLED | Centre for Local Economic Development |
| CEP | Continuing Education Programme |
| CERT | Centre for Education Rights and Transformation |
| CESEA | Community Engagement Service Excellence Awards |
| CESM | Classification of Educational Subject Matter |
| CET | community education and training |
| CEU | Community Engagement Unit |
| CFA | Chartered Financial Analyst |
| CfAR | Centre for Anthropological Research |
| CfE | Centre for Entrepreneurship |
| CFMS | Computerised Facilities Management System |
| CGMA | Chartered Global Management Accountant |
| CGS | Critical University Studies |
| CHE | Council on Higher Education |
| CHET | Centre for Higher Education Transformation |
| CHIETA | Chemical Industries Education and Training Authority |
| CI | Confucius Institute |
| CIC | Commercial Investment Committee |
| CICLASS | Centre for International Comparative Labour and Social Security Law |
| CID | City Improvement District |
| CIMA | Chartered Institute of Management Accountants |
| CIMERA | Centre of Excellence for Integrated Mineral and Energy Resource Analysis |
| CIS | Council of International Schools |
| CIS-EARCOS | Council of International Schools – East Asia Regional Council of Schools |
| CMMS | Computerised Maintenance Management System |
| CMRC | Creative Microbiology Research Collaboration |
| CNSR | Centre for Nanomaterials Science |
| CO₂ | carbon dioxide |
| COC | certificate of compliance |
| COID | Compensation for Occupational Injuries and Diseases |
| COIL | Collaborative Online International Learning |
| CoJ | City of Johannesburg |
| CoP | Community of Practice |
| COVID | Coronavirus disease |
| CPASD | Centre for Professional Academic Staff Development |

| | |
|-----------------|---|
| CPD | continuous professional development |
| CPEMPH | Centre for Philosophy of Epidemiology, Medicine, and Public Health |
| CPUT | Cape Peninsula University of Technology |
| CPWD | Committee for People with Disabilities |
| CR | community research |
| CRLA | College Reading and Learning Association |
| CRMP | Compliance Risk Management Plan |
| CSC | Centre for Social Change |
| CSDA | Centre for Social Development in Africa |
| C-SHAW | Centre for Student Health and Wellness |
| CSIR | Council for Scientific and Industrial Research |
| CSRC | Central Student Representative Council |
| CSRP | Centre for Sociological Research and Practice |
| CTIN | Civic Tech Innovation Network |
| CTS | Central Technical Services |
| CUT | Central University of Technology |
| CWTT | child wellbeing tracking tool |
| CWUR | Center for World University Rankings |
| DAPQPASD | Division of Academic Planning, Quality Promotion and Academic Staff Development |
| DBE | Department of Basic Education |
| DCE | Department of Childhood Education |
| DCES | Developmental, Capable and Ethical State |
| DELM | Department of Education Leadership and Management |
| DESIS | Design for Social Innovation and Sustainability |
| DFC | Doornfontein Campus |
| DFIM | Department of Finance and Investment Management |
| DHET | Department of Higher Education and Training |
| DHIS | District Health Information System |
| DIL | digital and information literacy |
| DIPEM | Division for Institutional Planning, Evaluation and Monitoring |
| DIRCO | Department of International Relations and Cooperation |
| DOE | Department of Education |
| DOH | Department of Health |
| DST | Department of Science and Technology |
| DSW | Deutsches Studentenwerk |
| DTE | Division for Teaching Excellence |
| DTI | Department of Trade and Industry |
| DU | Disability Unit |

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| DUT | Durban University of Technology |
| DVC | Deputy Vice-Chancellor |
| EAC | Enterprise Architecture Committee |
| EAf | Enterprise Architecture Forum |
| ECP | Extended curriculum programme |
| ECSA | Engineering Council of South Africa |
| ED | Executive Director |
| EDAF | Deans Across Frontiers |
| EDHE | Entrepreneurship Development in Higher Education |
| EDRMS | Electronic Document and Records Management System |
| EFL | English for Law |
| EFMD | European Foundation for Management Development |
| EFMS | Electronic File Management System |
| EIP | National Eco-Industrial Parks |
| ELDU | Executive Leadership Development for Universities |
| ELG | Executive Leadership Group |
| EMC | Emergency Medical Care |
| EMS | emergency medical services |
| ER | Employment Relations |
| ESD | Enterprise and Supplier Development |
| ESPC | Engineering Science Programme Committee |
| ESSA | Employment Services of South Africa |
| ETDP SETA | Education Training and Development SETA |
| EU | European Union |
| EWP | Employee Wellness Programme |
| Exco | Executive Committee |
| FADA | Faculty of Art, Design and Architecture |
| FASSET | Finance and Accounting Services Sector Education and Training Authority |
| FASU | Federation of Africa University Sports |
| FCC | Finance Committee of Council |
| FDI | Foreign Direct Investment |
| FEBE | Faculty of Engineering and the Built Environment |
| FELMC | Faculty of Education Leadership and Management Committee |
| FERL | Food Evolution Research Laboratory |
| FET | Further Education and Training |
| FHDC | Faculty Higher Degrees Committee |
| FISU | International University Sports Federation |
| FLOAT | Faculty of Law Online Academic Tutor |

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| FLP | Finance Leadership Program™ |
| fNIRS | functional Near-Infrared Spectroscopy |
| FP | family planning |
| FPP | Future Professors Programme |
| FRC | Faculty Research Committee |
| FRR | Fraud Risk Register |
| FSC | Faculty Strategy Committee |
| FSCC | Financial Sustainability Committee of Council |
| FSM | Financial Sustainability Model |
| FSS | Financial Support Services Division |
| FTE | full-time equivalent |
| FTLC | Faculty Teaching and Learning Committee |
| FUJS | Funda UJabule School |
| FwCI | field-weighted citation impact |
| FYE | First Year Experience |
| FYO | First Year Orientation |
| FYS | First Year Seminar |
| GBV | gender-based violence |
| GDoHW | Gauteng Department of Health and Wellness |
| GEMES | Geography, Environmental Management and Energy Studies |
| GES | Global Excellence and Stature |
| GII | Global Innovation Index |
| GLSEP | Global Leadership Student Exchange Programme |
| GOSOP | Geography Organised School Outreach Project |
| GRAS | Global Ranking of Academic Subjects |
| GRC | Governance, Risk and Compliance |
| GRT-INSPIRED | Gauteng Research Triangle Initiative for the Study of Population, Infrastructure and Regional Economic Development |
| GSA | Graduate School of Architecture |
| GTEA | Global Teaching Excellence Award |
| HASS | humanities, arts and social sciences |
| HCM | Human Capital Management |
| HCMBP | Human Capital Management Business Partnering |
| HCMIS | Human Capital Management Information Systems |
| HCP | Healthcare professional |
| HCT | HIV counselling and testing |
| HEAD | Health Environment and Development |
| HEAIDS | Higher Education HIV and AIDS Programme |
| HEDA | Higher Education Data Analyser |

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| HEDSA | Higher Education Disability Services Association |
| HEFMA | Higher Education Facilities Management Association |
| HEI | higher education institution |
| HELM | Higher Education Leadership Management Programme |
| HELTASA | Higher Education Learning and Teaching Association of Southern Africa |
| HEMIS | Higher Education Management Information System |
| HEPSA | Higher Education Partners South Africa |
| HEQC | Higher Education Quality Committee |
| HEQSF | Higher Education Qualification Sub-Framework |
| HERS-SA | Higher Education Resources Services South Africa |
| HESA | Higher Education South Africa |
| HEWL | Higher Education Women Leaders |
| HFA | Head of Faculty Administration |
| HIV | Human Immunodeficiency Virus |
| HOD | Head of Department |
| Hons | Honours |
| HPCSA | Health Professions Council of South Africa |
| HPV | Human Papilloma Virus |
| HR | human resources |
| HR&T | Human Resources and Transformation |
| HRA | health risk assessment |
| HRBP | Human Resources Business Partner |
| HRIS | Human Resources Information System |
| HRSEC | Human Resources and Social Ethics Committee of Council |
| HSRC | Human Sciences Research Council |
| HTC | Health Training Centre |
| HUMARE | Human-Material Relations |
| HVAC | heating, ventilation, and air conditioning system |
| HWSETA | Health and Welfare Sector Education and Training Authority |
| IAAM | International Association of Advanced Materials |
| IACS | International Accreditation of Counselling Services |
| IAIS | Institute for AI Systems |
| IALS | International Association of Law Schools |
| IAS | Institute for Advanced Study |
| IAUP | International Association of University Presidents |
| ICAS | Independent Counselling and Advisory Services |
| ICC | International Chamber of Commerce |
| ICCC | Investment and Commercialisation Committee of Council |

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| ICM | International Credit Mobility |
| ICPs | Intellectual Capital Platforms |
| ICRC | International Committee of the Red Cross |
| ICS | Information Communication Systems |
| ICT | Information and Communication Technology |
| IDEP | Institute for Economic Development and Planning |
| IDP | Independent Development Plan |
| IDTT | Industrial Development Think Tank |
| IEASA | International Education Association of South Africa |
| IEC | Integrated Engineering Curricula |
| IEDC | International Economic Development Council |
| IEE | Institute of Education |
| IEEE | Institute of Electrical and Electronics Engineers |
| IEG | Infrastructure Efficiency Grant |
| IF | Institutional Forum |
| IFK | Institute for the Future of Knowledge |
| IFRS | International Financial Reporting Standard |
| IHL | International Humanitarian Law |
| IIS | Institute for Intelligent Systems |
| IMS | Information Management System |
| IOHA | Institutional Office for HIV and AIDS |
| IoT | Internet of Things |
| IP | intellectual property |
| IPATC | Institute for Pan-African Thought and Conversation |
| IRBA | Independent Regulatory Board for Auditors |
| IRMSA | Institute of Risk Management South Africa |
| ISEP | International Student Exchange Programme |
| ISO | International Organization for Standardization |
| ISRS | International Standard on Related Services |
| ISSI | Integrated Student Success Initiative |
| IT | Information Technology |
| ITE | Initial teacher education |
| ITP | Institutional Transformation Plan |
| IUM | International University of Management |
| IUPAC | International Union of Pure and Applied Chemistry |
| IWF | International Women's Forum |
| JBS | Johannesburg Business School |
| JBSCE | JBS Centre for Entrepreneurship |

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|----------------|---|
| JCCI | Johannesburg Chamber of Commerce and Industry |
| JDA | Johannesburg Development Agency |
| JHSEC | Joint Health Sciences Education Committee |
| JIAS | Johannesburg Institute for Advanced Study |
| JOC | Joint Operations Committee |
| JRA | Johannesburg Roads Agency |
| JSE | Johannesburg Stock Exchange |
| KJB | Karlsruher Juristische Bibliographie |
| KMCPE | Karl Mittermaier Centre for the Study of Philosophy of Economics |
| KPA | key performance area |
| KPI | key performance indicator |
| LARC | long-acting reversible contraceptive |
| LDU | Learning Development Unit |
| LES | Language for the Economic Sciences |
| LGBTI | lesbian, gay, bisexual, transsexual and intersex |
| LIC | Library and Information Centre |
| LLM | Master of Law |
| LMS | Learning Management System |
| LRC | Laser Research Centre |
| LSS | Language and Skills for Science |
| MACE | Marketing, Advancement and Communication in Education |
| MAM | Mobile Application Management |
| MAMS | Management of Assessment of Marks System |
| MANCO | Management Committee |
| MAPS | Mastering Academic and Professional Skills |
| MDM | Mobile Device Management |
| MEC | Management Executive Committee |
| MECA | Management Executive Committee: Academic |
| MECCC | MEC Commercialisation Committee |
| MECPWD | Management Executive Committee: People with Disabilities |
| MECRM | MEC Risk Management Committee |
| MECTC | MEC Transformation Committee |
| merSETA | Manufacturing, Engineering and Related Services Sector Education and Training Authority |
| MFA | Multi-factor authentication |
| mHealth | mobile health |
| MIKIC | Manguzi Indigenous Knowledge Innovation Centre |
| MIRS | Medical Imaging and Radiation Sciences |
| MISTRA | Mapungubwe Institute for Strategic Reflection |

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|------------------|---|
| MIT | Massachusetts Institute of Technology |
| MOA | memorandum of agreement |
| MOOC | massive online open courses |
| MOP | Medical operational plan |
| MOU | memorandum of understanding |
| MST&W | Mobile Sit Tight and Write |
| MTEF | Medium-term Expenditure Framework |
| NACOSA | Networking HIV and AIDS Community of Southern Africa |
| NATED | National Accredited Technical Education Diploma |
| NBV | net book value |
| NCD | non-communicable disease |
| NCPD | National Council of and for Persons with Disabilities |
| NCR | National Credit Regulator |
| NDP | National Development Plan |
| NEHAWU | National Education, Health and Allied Workers' Union |
| NEPAD | New Partnership for Africa's Development |
| NESP | Nurturing Emerging Scholars Programme |
| nGAP | New Generation of Academics Programme |
| NGO | non-governmental organisation |
| NHLS | National Health Laboratory Service |
| NICD | National Institute of Communicable Diseases |
| NIHSS | National Institute for the Humanities and Social Sciences |
| NIMART | Nurse-Initiated Management of Antiretroviral Therapy |
| NIOH | National Institute of Occupational Health |
| NITheCS | National Institute for Theoretical and Computational Sciences |
| NLP | Natural Language Processing |
| NMU | Nelson Mandela University |
| NPC | National Planning Commission |
| NPO | non-profit organisation |
| NRC | National Research Centre |
| NRF | National Research Foundation |
| NSC | National Senior Certificate |
| NSF | National Skills Fund |
| NSFAS | National Student Financial Aid Scheme |
| NSP | National Strategic Plan |
| NSTF | National Science and Technology Programme |
| NTU | Nanyang Technological University |
| NUMSA | National Union of Metalworkers in South Africa |

| | |
|----------------|--|
| NUTA | National University Teaching Awards |
| NWU | North-West University |
| OAU | Organisation of African Unity |
| OECD | Organisation for Economic Cooperation and Development |
| OGC | Office of the General Counsel |
| OHADA | Organisation for the Harmonisation of Business Law in Africa |
| OHNP | Occupational Health Nurse Practitioner |
| OHP | Occupational Health Practice |
| OHS | Occupational Health and Safety |
| OHSA | Occupational Health and Safety Act 85 of 1993 |
| OIC | Orange Impact Couture |
| OJS | Open Journal System |
| OMP | Occupational Medical Practitioner |
| OO | organised outreach |
| op-ed | opinions and editorials page |
| OROSS | Online Research Output Submission System |
| OSD | Occupational Safety Department |
| OTACS | Online Temporary Appointment and Claims System |
| PASD | Professional Academic Staff Development |
| PBHP | Professions Board of Homeopathy, Naturopathy, and Phytotherapy |
| PDP | Professional Development Plan |
| PDRF | Postdoctoral Research Fellowship |
| PEAC | Presidential Economic Advisory Council |
| PEAR | Professional Evaluation and Research |
| PEERC | Public and Environmental Economics Research Centre |
| PEETS | Process, Energy & Environmental Technology Station |
| PET | Politics, Economics and Technology |
| PG | postgraduate |
| PGC | Postgraduate Centre |
| PGCE | Postgraduate Certificate in Education |
| PGDipHE | Postgraduate Diploma in Higher Education |
| PGS | Postgraduate School |
| PHC | Primary Healthcare |
| PHCNP | Primary Healthcare Nurse Practitioner |
| PHS | Primary Healthcare Service |
| PMI | Priority Module Index |
| PMS | Performance Management System |
| POPIA | Protection of Personal Information Act 4 of 2013 |

| | |
|----------------|---|
| POSA | privately owned student accommodation |
| PPE | personal protective equipment |
| PQM | programme qualification mix |
| PRCC | Projects and Resourcing Committee of Council |
| PrEP | pre-exposure prophylaxis |
| PRI | Paleo Research Institute |
| PSA | prostate cancer screening assay |
| PSET | post-school education and training |
| PsyCaD | Centre for Psychological Services and Career Development |
| PsySSA | Psychological Society of South Africa |
| PTIP | photovoltaic technology intellectual property |
| PURCO | Purchasing Consortium Southern Africa |
| PwC | PricewaterhouseCoopers |
| PWD | People with Disabilities |
| PWG | Programme Working Group |
| PYES | Presidential Youth Employment Stimulus |
| QA | Quality assurance |
| QAP | Quality Assurance Framework |
| QCTO | Quality Council for Trades and Occupations |
| QK | Qoboza/Klaaste Building |
| QS WUR | Quacquarelli Symonds World University Rankings |
| QVS | Qualification Verification System |
| QVU | Qualification Verification Unit |
| RAA | Residence academic advisor |
| RAU | Rand Afrikaans University |
| RCD | Research Capacity Development |
| RCPILEC | Research Centre for Private International Law in Emerging Economies |
| RDS | Research Development and Support |
| REMCO | Remuneration Committee of Council |
| RFI | Request for information |
| RID | Reading in the Discipline |
| RLP | Research Leadership Programme |
| RMA | Risk Management and Assurance |
| RMC | Risk Management Committee |
| RMU | Records Management Unit |
| ROI | return on investment |
| ROU | research output unit |
| RPA | robotic process automation |

| | |
|----------------|---|
| RSB | risky student behaviour |
| SA | South Africa |
| SAASTA | South African Agency for Science and Technology |
| SABYA | South African BRICS Youth Association |
| SAC | Student Advisory Council |
| SACE | South African Council for Educators |
| SACPCMP | South African Council for Project and Construction Management Professions |
| SACPLAN | South African Council for Planners |
| SACQSP | South African Council for the Quantity Surveying Profession |
| SADC | Southern African Development Communities |
| SAERA | South African Education Research Association |
| SAFC | Senate Academic Freedom Committee |
| SAGC | South African Geomatics Council |
| SAGEA | South African Graduate Employers Association |
| SAHECEF | South African Higher Education Community Engagement Forum |
| SAHPRA | South African Health Products Regulatory Authority |
| SAHRC | South African Human Rights Commission |
| SAICA | South African Institute of Chartered Accountants |
| SAIFAC | South African Institute for Advanced Constitutional, Public, Human Rights and International Law |
| SAJCE | South African Journal of Childhood Education |
| SAMRC | South African Medical Research Council |
| SAMT | Student Affairs Management Team |
| SANBS | South African National Blood Service |
| SANC | South African Nursing Council |
| SANCA | South African National Council on Alcoholism and Drug Dependence |
| SANLiC | South African National Libraries and Information Consortium |
| SANORD | Southern African-Nordic Centre |
| SANRC | South African National Resource Centre |
| SAPS | South African Police Services |
| SAPSS | Submission of Assessment Papers Secured System |
| SAPTU | South African Parastatal and Tertiary Institutions Union |
| SAQA | South African Qualifications Authority |
| SAQAN | South African Quality Assurance Network |
| SARChI | South African Research Chairs Initiative |
| SARCIL | South African Research Chair in International Law |
| SARL | Student Accommodation and Residence Life |
| SARS | South African Revenue Services |
| SARUA | Southern African Regional Universities Association |

| | |
|----------------|---|
| SASOHN | SA Society of Occupational Health Nursing Practitioners |
| SASOM | SA Society for Occupational Medicine |
| SASPEN | Southern African Social Protection Experts Network |
| SASSETA | Safety and Security Sector Education and Training Authority |
| SASUF | South Africa Sweden University Forum |
| SATLAB | Simulation Assessment Tool to Limit Assessor Bias |
| SAULT | Southern African Universities Learning and Teaching |
| SAWIL | South African Women in Leadership |
| SAWISA | South African Woman in Science Awards |
| SAYAS | South African Young Academy of Science |
| SBEP | Small Business Enrichment Programme |
| SBST | School-Based Student Teacher |
| SCiis | School of Consumer Intelligence and Information Systems |
| SCM | Supply chain management |
| SDC | Student Disciplinary Committee |
| SDF | Strategic Development Framework |
| SDG | sustainable development goal |
| SED | Student Ethics and Discipline |
| SEDRRC | Sustainable Development and Education Research Conference |
| SEIFSA | Steel and Industries Federation |
| SEJS | Student Ethics and Judicial Services |
| Senex | Senate Executive Committee |
| SER | Self-Evaluation Report |
| SET | Science, Engineering and Technology |
| SETAs | Sector Education and Training Authorities |
| SFP | Special Financial Projects |
| SHDC | Senate Higher Degrees Committee |
| SHIP | Student Housing Implementation Plan |
| SIA | Strategic Initiatives and Administration |
| SIEM | security information and event management |
| SIU | Special Investigating Unit |
| SL | service learning |
| SLA | service-level agreement |
| SLG | Student Life and Governance |
| SLP | short learning programme |
| SLPS | service-level performance score |
| SMME | small, medium and micro enterprises |
| SNGGT | SNGGrantThornton |

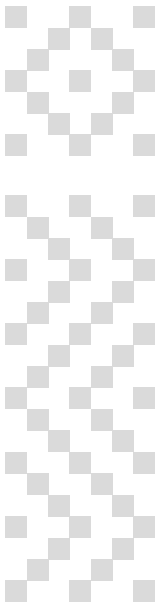
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|-----------------|---|
| SNIP | Source-normalised impact per paper |
| SOP | standard operating procedure |
| SoTL | Scholarship of Teaching and Learning |
| SPSS | Statistical Package for the Social Sciences |
| SRC | Student Representative Council |
| SREC | Senate Research Ethics Committee |
| SRH | sexual reproductive health |
| SSC | Student Services Council |
| SSCI | Social Sciences Citation Index |
| SSD | Sport for Students with Disabilities |
| SSE | Senior Student Experience |
| SSGBV | social, sexual and gender-based violence |
| Statkon | Statistical Consultation Service |
| STH | School of Tourism and Hospitality |
| STI | sexually transmitted infection |
| STLC | Senate Teaching and Learning Committee |
| SU | Stellenbosch University |
| SUNY | State University of New York |
| SWC | Soweto Campus |
| SWD | Students with Disabilities |
| SYE | Senior Year Experience |
| T&R | Treasury and Reporting |
| TAU | Teaching Advancement at Universities |
| TDG | Teaching Development Grant |
| TETA | Transport Education Training Authority |
| THE | Times Higher Education |
| THE EEUR | Times Higher Education Emerging Economies University Rankings |
| THE WUR | Times Higher Education World University Rankings |
| THE YUR | Times Higher Education Young University Rankings |
| TIA | Technology Innovation Agency |
| TICZA | Teacher Internship Collaboration South Africa |
| TIF | Teaching Innovation Fund |
| TMS | Time Management System |
| TOP | termination of pregnancy |
| TPAC | Teaching Portfolio Assessment Committee |
| TPC | Technology Programme Committee |
| TSAR | Tydskrif vir die Suid-Afrikaanse Reg |
| TTO | Technology Transfer Office |

| | |
|-----------------|--|
| TUT | Tshwane University of Technology |
| TVET | Technical and Vocational Education and Training |
| TWAS | The World Academy of Science |
| TWR | Technikon Witwatersrand |
| U21 | Universitas 21 |
| UCDG | University Capacity Development Grant |
| UCDP | University Capacity Development Programme |
| UCT | University of Cape Town |
| UFS | University of the Free State |
| UG | undergraduate |
| UI | User interface |
| UJ | University of Johannesburg |
| UJCI | UJ Confucius Institute |
| UJELP | University of Johannesburg English Learning Programme |
| UJICE | UJ Institute for Childhood Education |
| UJMA | University of Johannesburg Metropolitan Academy |
| UJ-OSC | UJ Olympic Studies Centre |
| UJPS | University of Johannesburg Postgraduate School |
| UJSRC | University of Johannesburg Student Representative Council |
| UJ-SSC | UJ Soweto Science Centre |
| UJWICEEP | UJ Women in Community Engagement Empowerment Programme |
| UJWLDP | UJ Women Leadership Development Programme |
| UJYLDP | UJ Young Leaders Development Programme |
| UKZN | University of KwaZulu-Natal |
| UL | University of Limpopo |
| UMP | University of Mpumalanga |
| UN | United Nations |
| UNAM | University of Namibia |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation |
| UNIDROIT | International Institute for the Unification of Private Law |
| Unisa | University of South Africa |
| UP | University of Pretoria |
| UPS | uninterruptible power supply |
| URAP | University Ranking by Academic Performance |
| URC | University Research Committee |
| US | University of Stellenbosch |
| USAf | Universities South Africa |
| USC | University of South Carolina |

| | |
|--------------------|--|
| USDP | University Staff Doctoral Programme |
| USERN | Universal Scientific Education and Research Network |
| USSA | University Sport South Africa |
| UWC | University of the Western Cape |
| UWI | University of the West Indies |
| UX | user experience |
| VARSTEME | Virtual and Augmented Reality in Science, Technology, Engineering, and Mathematics Education |
| VARTEL | Virtual and Augmented Reality Technology-enhanced Learning |
| VAs | Visiting Academics |
| VC | Vice-Chancellor |
| VERT | Virtual Environment for Radiotherapy Training |
| VIAD | Visual Identities in Art and Design |
| VR | virtual reality |
| VSE | very small enterprises |
| W&RLC | Wholesale and Retail Leadership Chair |
| W&RSETA | Wholesale & Retail Sector Education and Training Authority |
| WAF | Web Application Firewall |
| WHO | World Health Organization |
| WHRC | Water and Health Research Centre |
| WID | writing in the discipline |
| WIE | work-integrated education |
| WIEBE | Women in Engineering and the Built Environment |
| WIL | work-integrated learning |
| WISA | Women in Science Award |
| Wits | University of the Witwatersrand |
| WOMAD | World of Music, Arts and Dance |
| WOZA | Women in Law South Africa |
| WRC | Water Research Commission |
| WRHI | Wits Reproductive Health Institute |
| YDISA | Youth Development Institute of South Africa |
| YWSA | Young Women for STEM in Africa |

Section TWO





Chairperson of Council Report

UNIVERSITY ACCOMPLISHMENTS

In 2024, the University of Johannesburg (UJ) cemented its status as a top-tier institution, both domestically and globally. It achieved its highest-ever position in the Times Higher Education (THE) World University Rankings, entering the 401–500 band globally and securing fourth place in South Africa. In THE Young University Rankings, UJ rose to 60th place worldwide and claimed the #1 spot in Africa among institutions that are under 50 years old – up from the 151–200 band in previous years. The THE Impact Rankings, which assess universities against the United Nations Sustainable Development Goals (SDGs), placed UJ 36th globally and first in Africa, particularly excelling in SDG 1 (No Poverty), SDG 8 (Decent Work and Economic Growth), and SDG 5 (Gender Equality).

Research excellence continues to be a core strength. According to the 2024 DHET report evaluating 2022 research outputs, UJ led South Africa in total accredited research units for the second year running. Such prodigious output not only enhances academic credibility but also directly benefits students through access to cutting-edge knowledge and innovation. UJ's subject-specific performance reflects strategic alignment with global and local skills demand. In the 2024 THE Subject Rankings, UJ was ranked first in South Africa for Business and Economics, Computer Science, Engineering, and Physical Sciences. These disciplines are vital for emerging sectors, such as AI, renewable energy and advanced manufacturing.

TRANSITIONING FROM STRATEGIC PLAN 2025 TO 2035

In 2024, UJ marked the successful completion of its Strategic Plan 2025, the culmination of a decade of transformation, institutional strengthening and academic achievement with over 90% of Key Performance Indicators (KPIs) met or exceeded. The 2025 Strategy delivered quantifiable outcomes across multiple domains, which will be enumerated in the Vice-Chancellor and Principal's report.

The Strategic Plan 2035 is built on a refreshed mission and vision and redefined values: Impact, Innovation, Inclusivity, and Integrity. The Strategic Plan 2035 pivots around three core themes: Social Impact and Sustainability, Global Footprint and Partnerships, and Technology for the Future. The successful transition from the Strategic Plan 2025 to the Strategic Plan 2035 reflects UJ's strategic maturity, governance stability, and forward-looking leadership.

A major enabler of the 2035 vision is the Global Excellence and Stature 4.0 for Societal Impact (GES 4.0 SI) initiative, backed by a R621 million budget. These catalytic projects are designed to deliver high-impact interventions across teaching, research, and community engagement.



RESOURCE ALLOCATION

As evidenced by consistent unqualified audit outcomes, UJ continues with prudent financial management despite a confluence of factors that are shrinking income streams. These factors range from dwindling state subsidies and insufficient donor funding to inadequate bursary schemes.

Student well-being remains a priority, with the Centre for Student Health and Wellness (C-SHAW) and PsyCaD delivering exponentially increasing numbers of healthcare consultations and counselling sessions across all four UJ campuses.

In 2024, the UJ community was alarmed by a surge in student suicides and other unnatural deaths, some related to depression and other to mental health issues. The institution is deeply concerned about such tragic incidents and is sparing no effort in ameliorating the causes. Parents entrust us with their offspring and expect to visit our campuses to attend graduations, not to collect their deceased children.

Infrastructure sustainability projects funded through reserves and cost savings also received attention. UJ installed 2.25 MW of solar PV capacity, implemented greywater recycling in residences, and added electric buses and water tankers, reducing water procurement costs by as much as 50%.

SOCIETAL IMPACT

UJ deepened its commitment to societal impact through strategic interventions aligned to its Strategic Plan 2035, focusing on sustainability, technology, and community upliftment.

A stunning success has been the UJ for Societal Impact Project in Limpopo, which has been active since 2014 in the rural villages of Gwakwani, Matatani and Mbodi. In 2024, this programme achieved a milestone with a dramatic improvement in educational outcomes at Hanyani Secondary School near Thohoyandou. The matric pass rate jumped from 57% in 2023 to 92,1% in 2024, including 100% in Physical Science and 84,6% in Mathematics. This radical turnaround was spearheaded by UJ through the establishment of the Tshumisano Learning Centre in 2023, in collaboration with the South African Jewish Board of Deputies.

CONCLUSION

Casting our gaze ahead, UJ Digital is scheduled for launch in 2025. This is a practical attestation to UJ's continued commitment to solve problems in alignment with the theme of Technology for the Future as embedded in the UJ Strategic Plan 2035. This initiative will expand access to quality learning through online programmes and customisable digital content. Further anticipated outcomes include improved educational access, increased digital literacy, and enhanced employability, reinforcing UJ's position as a pioneer in socially responsive, tech-enabled education across Africa and beyond.

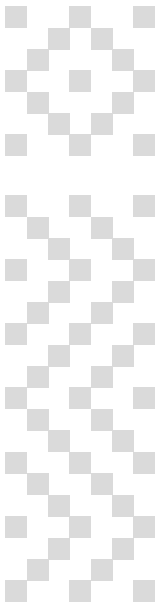


Xoliswa Kakana (Ms)

Chairperson of Council







Vice-Chancellor and Principal Report to Council

2024 has been our year of continuity and transition. It has seen both culmination and renewal. It has seen us build on our notable achievements of the past decade to take our first decisive steps in implementing our Strategic Plan 2035.

Our story as an institution is a formidable one indeed. In just under two decades (the University of Johannesburg (UJ) came into being in 2005), we have shown our ability to respond to our shifting context and emerge as dynamic and active participants. We have been and remain at the fore of the Fourth Industrial Revolution (4IR) in Africa and globally, and our commitment to Pan-Africanism, transformation, and equity has not wavered. These ideals remain the fabric of our institution. Moreover, the University has proven unequivocally that access and excellence are not mutually exclusive.

Yet, the leadership we have achieved in 4IR does not signify that we can now conclude this chapter. Technology continues to advance at a remarkable rate and will continue to do so in the near future, with new innovations and breakthroughs continuously shaping and reshaping our world in unfathomable ways. As such, UJ continues to have a responsibility not only to prepare future global leaders, i.e. our undergraduate and postgraduate students, for this evolving digital world, but also to ensure that all UJ staff across all functions and domains have the relevant skills and resources to adapt to this evolution. However, while the ongoing importance of technological advancement remains a reality, so does the pressing need to address societal issues and promote sustainable development in a society and in a world that is facing increasingly daunting challenges. Indeed, the challenges we face today are complex, but they offer unique opportunities for innovation and leadership. Through our education, research, and partnerships, UJ will tackle these challenges and will continue to position the University as a global leader in driving change. For we are reminded that technological advancements should be used for the betterment of society, the physical environment, and the world as a whole.

Hence, our Strategic Plan 2035, approved by Council in late 2023 and launched in our Sanlam Auditorium on 8 October 2024, continues its emphasis on 4IR and simultaneously commits us to positively impacting society. As UJ moves forward under the Strategic Plan 2035, the emphasis on technology for societal impact and sustainability will become even more deliberate, informing all our activities, including teaching and learning, research, and purposeful collaboration. In support of our vision for UJ to be an international University of choice, anchored in Africa and the Global South, dynamically shaping a sustainable future, we further commit to implementing environmentally sustainable practices that not only align with our social responsibility but also position UJ as the leading South African university in sustainability. As the proverb reminds us – we do not inherit the Earth from our ancestors; we borrow it from our children.

The Strategic Plan 2035 presents UJ with an updated mission and vision, and with the new refreshed and simplified institutional values of 'Impact, Innovation, Inclusivity, and Integrity'. Three core themes lie as horizontals across the vertical core areas. The first, 'societal impact and sustainability', is crafted from an African



and Global South perspective. The second, 'global footprint and partnerships', relates to how UJ will extend its influence in communities, both locally and internationally, by participating in knowledge networks and collaborating with national, international, and multilateral partners. The third theme of 'technology for the future' embraces the current focus on 4IR but broadens it to highlight the use of technology in a people-centred, humane, and ethical way, as we use appropriate technologies to pursue our institutional societal impact and sustainability agenda.

The Strategic Plan 2035 has been greeted with enthusiasm by the University community, and we look forward to an exciting future filled with promise and possibilities.

Against this context, the following report details our considerable achievements in 2024.

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

The following report presents the outcomes for the year against the targets set in the 2024 UJ Annual Performance Plan (APP). Key performance indicators (KPI) are grouped under the six major objectives that framed the UJ Strategic Plan 2025 for 2024, and reference is made to the corresponding indicator in the Strategic Plan in brackets. For output indicators (graduate output and research), the complete data are only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year, and this is noted in the text related to the relevant KPIs.

Student and staff HEMIS data in this report were extracted on 21 February 2025.

Revision to APP

Most of the indicators presented here are the same as the 21 KPIs of the 2023 APP. The changes that were made to the Strategic Plan indicators by Council at its November 2023 meeting and thereafter are listed below:

- KPI 9 – This KPI has been broadened to include academic initiatives, including short learning programmes (SLPs), that advance both 4IR and SDGs. The definitions document specifies that these are initiatives that have been approved by Senex/Senate.
- KPI 21 – This KPI, which previously measured the percentage reduction in carbon footprint, now measures the annual absolute target in tons of carbon equivalent (tCO₂) reduction, as agreed to by Council on 18 March 2024.
- KPI 10 – This KPI has been amended by Council on 26 September 2024 to include international students taking credit-bearing short learning programmes.

Additional changes

- KPI 21 – As per the MEC decision in June 2024, progress towards the annual target will be reported quarterly as opposed to yearly.

Summary results – targets met

KPI 1: Total postgraduate outputs (n-1)

The outcome for the number of 2023 postgraduates in 2024 (n-1) at 4 576 is 13,3% higher than in the previous year, above target by 11,5% and above the ceiling.

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

The percentage of permanent and fixed-term academic staff with doctorates at the end of 2024 is 62,3%, above the target and above the ceiling. This is an increase of 74 staff members with doctorates since Quarter 1.

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

The final figure for 2024 of 952 has significantly exceeded the target of 550 and the ceiling of 570. This is 214 more than the year-end figure for 2023, which was 738.



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

The number of units for 2023 publications submitted after processing was 3 293, i.e. 9,8% above target. This was UJ's highest submission yet.

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

Of the 3 295 units submitted, 3 195 units were accredited, and this was above the baseline of 3 144, and comfortably above the ceiling. This maintained UJ's position as the highest producer of research among universities in South Africa.

KPI 5: Overall enrolment

This indicator tracks overall enrolment for 2024. Enrolment at the end of 2024 at 54 515 was 1,57% above target. The ceiling for this indicator is a variation of 2% from the target, thus it is a particularly good outcome.

KPI 6: Undergraduate output (n-1)

The outcome for 2023 graduates in 2024 is a pleasing 8 930, 4,8% above target, and above the ceiling. This reflects the considerable interventions that were put in place to increase undergraduate output.

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

The outcome for this indicator is based on data for the 2021 cohort of students registered for three-year qualifications who completed their studies in 2023. Of this cohort, 42% succeeded in completing in regulation time, which is significantly higher than the 2020 cohort, and 3% above target. The outcome for the 2021 cohort doing three-year degrees only at 42,9% was significantly higher than the 39,2% of the previous year, and above the ceiling.

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

This indicator, which was new in 2020, tracks the number of students completing the Artificial Intelligence in the 4IR module. At the end of 2024, completions had reached 23 793, far above the target and the ceiling.

KPI 9: Number of academic initiatives advancing 4IR and SDGs, including SLPs (cumulative)

The final tally for 2024 is 440, exceeding both the target of 300 and the ceiling of 320.

KPI 12a: Undergraduate student satisfaction

At 88,8%, overall undergraduate student satisfaction is higher than in 2023 by 0,5%, and has exceeded the target of 88,5%.

KPI 12b: Postgraduate student satisfaction

This indicator shows the outcome of the annual PG student satisfaction survey, which at 86,8%, is higher than in 2023, above the target of 86% and above the ceiling of 86,5%.

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

The target of 110 awards was set relative to the October 2023 baseline of 107, although at 2023 year-end, the number of awards had risen to 120. This suggests that many awards are bestowed late in the year. At 236, the 2024 tally more than doubled the target of 110, and was far higher than the ceiling of 115.

KPI 14: Annual operating surplus/deficit

The expectation for KPI 14 was a deficit of R55 million at the end of the year, and the ceiling was pitched at a break-even level. While the October 2023 baseline was R209.8 million, the audited figure for the surplus at the 2023 year-end was R247.5 million. At the end of the 2024, the surplus of R211.2 million is much higher than the ceiling.

KPI 15: Council-controlled reserves

The baseline was a projected R3.039 billion, while the audited year-end figure for 2023 was higher at R3.079 billion. At the end of 2024, the audited figure is R3.368 billion, which is comfortably above the target and the 2023 figure.



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

The target of R1 001 million is for KPI 16 and KPI 17 combined, i.e. externally generated funding as well as externally generated research funding. The baseline for 2023 was R789 million, but by year end it was R934.2 million. At the end of 2024, the audited figure of R1.112,3 billion exceeded the target of R1.001 billion.

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

The baseline of 53,2% was exceeded in the first quarter, increasing further in the second quarter to reach 55,5% and was adjusted to 55,4% in the third quarter. The final proportion was 55,6%. The final outcome is 1,6% above target and above the ceiling by 1,1%.

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

The percentage of black associate professors and professors at the end of 2024 at 31,8% was above target by 1,8% and exceeded the ceiling. There were 23 more black professors at year-end than in the first quarter.

KPI 21: Reduction in carbon footprint

This indicator is being measured more broadly than in the past, in accordance with a Council decision of March 2024. The baseline was 49 500 tCO₂, with an annual target of a reduction by 165 tCO₂. At the end of 2024, the reduction of 284.12 tCO₂ was far greater than expected, and comfortably exceeded the ceiling of 248 tCO₂.

(Note: This figure excludes international travel and commuter travel.)

Targets not met

KPI 10: International students

The 2023 baseline, based on the prior definition being the number of international students on formal programmes and informal whole programmes at UJ, was 4 559, and the target was set at the same level. At the end of 2024, the tally was 4 489, reaching 98,46% of the target.

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

The final tally was 98,34% of the target. The October 2023 baseline for international academic staff was 17,7%, though rising to 17,8% by the end of that year. At the end of 2024, the tally was 17,7%, with the number of international staff having increased by 12 since the first quarter.

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

This indicator monitors seniority among the academic staff. The 2024 year-end proportion of 32,3% was considerably above the October 2023 baseline of 29,6%. While it was below target, despite the number of professors and associate professors growing by 57 since the first quarter, it reached 97,88% of the target.

KPI 20b: Number of female associate professors and professors

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the 2023 baseline was 40,9%. At the end of 2024, the proportion was 43%, below the target of 44%, despite an increase of 32 in the number of female professors and associate professors since the first quarter. However, the achievement was 97,83% of the target.

GLOBAL RECOGNITION AND UNIVERSITY RANKINGS

The University continues to participate and feature in selected global and other university ranking systems, despite being aware of the limitations of rankings metrics, as it values 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 education opportunities for its students and staff, is important and welcomed.

In 2024, 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 2020-2024

| RANKING SYSTEM | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| QS WUR | 439 #3 in SA | 434 #3 in SA | 412 #2 in SA | 306 #4 in SA | 312 #4 in SA |
| THE WUR | 601-800 #7 in SA | 601-800 #7 in SA | 601-800 #6 in SA | 401-500 #4 in SA | 401-500 #4 in SA |
| BGUR | 378 #5 in SA | 417 #5 in SA | 421 #5 in SA | NOT RELEASED | 357 #4 in SA |
| URAP | 603 #6 in SA | 592 #6 in SA | 537 #6 in SA | 467 #5 in SA | NOT RELEASED |
| ARWU | 601-700 #6 in SA | 601-700 #5 in SA | 401-500 #5 in SA | 501-600 #5 in SA | 401-500 #3 in SA |
| CWUR | 706 #6 in SA | 674 #6 in SA | 629 #6 in SA | 628 #6 in SA | 624 #6 in SA |
| WEBOMETRICS | 778 #6 in SA | 711 #6 in SA | 663 #6 in SA | 612 #6 in SA | 555 #5 in SA |

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

Global rankings

- In the **2025 Quacquarelli Symonds (QS) World University Rankings**, released on 4 June 2024, UJ retained its global standing among the top 350 universities globally, ranked at position 312 in the world. It also maintained its positions on the African continent and nationally at fourth (#4) in Africa and in South Africa. Most notably, UJ was recognised in this year by QS for its stellar performance and achievements in this ranking, receiving the 'Most Improved – Africa' award for showing the biggest improvement among African institutions in this global ranking over the last five years.
- In the **2025 Times Higher Education (THE) World University Rankings**, released on 9 October 2024, UJ retained its standing among the top 500 universities ranked in the 401-500 band in the world, and maintaining its positions on the African continent and nationally at fourth (#4) in Africa and in South Africa.
- In the **2024-2025 US News & World Report Best Global Universities Rankings (BGUR)**, released on 25 June 2024, UJ improved its global standing to be ranked among the top 400 universities globally at position 357 – an all-time high and a notable rise of 64 places from position 421 in the world. UJ also improved its national standing, moving up one place from fifth (#5) to fourth (#4) in South Africa.
- In the **2024 Academic Ranking of World Universities (ARWU)**, or the **Shanghai Ranking**, released on 15 August 2024 by the ShanghaiRanking Consultancy, UJ improved its standing to be ranked among the top 500 universities globally, placed in the 401-500 band in the world, up one band from the 501-600 band. UJ also bettered its standings both on the African continent and nationally, climbing by two places for both from joint sixth (#6) to fourth (#4) in Africa and from joint fifth (#5) to third (#3) in South Africa. Notably, UJ was the only South African university that saw an improvement in this year's ranking.
- In the **2024 Center for World University Rankings (CWUR)**, released on 13 May 2024, UJ improved its global standing to be ranked among the top 3% of universities globally at its highest ever position of 624 in the world, up four places from position 628. UJ retained its positions on the African continent at seventh (#7) in Africa and nationally at sixth (#6) in South Africa. Since debuting in this ranking seven years ago in 2017 at position 951 globally, UJ has consistently improved its global standing each year and climbed overall by 327 places to its 2024 position of 624. This is a noteworthy achievement as UJ is the only South African university that has consistently improved and climbed each year since it first featured in this ranking.



- In the **2024 Ranking Web of Universities**, or the **Webometrics Ranking of World Universities**, released on 19 July 2024, UJ broke into the global top 600 of universities for the first time, climbing 57 places from position 612 to its all-time highest position of 555 in the world. UJ also improved its regional and national standings, moving up two places from eighth (#8) to sixth (#6) in Africa and up one place from sixth (#6) to fifth (#5) in South Africa. Notably, UJ has never declined in this ranking, consistently climbing every year since it first appeared.
- In the **2024 Times Higher Education (THE) Young University Rankings**, released on 14 May 2024, UJ improved its global standing to be ranked among the top 100 of universities globally that are 50 years old or younger, achieving its highest position ever of 60 among young universities in the world, a considerable climb from the 151-200 band. UJ also bettered its standings both on the African continent and in the country, taking the top spots for both to be ranked first (#1) in Africa and in South Africa.

Impact and sustainability rankings

- In the **2024 Times Higher Education (THE) Impact Rankings**, released on 12 June 2024, UJ yet again improved its global standing in the overall impact ranking in its fifth showing. UJ ranked overall among the top 50 universities globally at its highest ever position of 36 in the world, climbing 10 places from position 46 in the world. UJ continues to be the leading university on the African continent and nationally, ranked first (#1) in South Africa and in Africa. Most notably, UJ clinched the third (#3) spot in the world for the global goal of no poverty. A record 2 152 institutions from 125 countries and regions around the world submitted data and evidence, the sixth instalment of these global rankings, to participate in the 2024 iteration, including ten universities based in South Africa. These rankings were the first of its kind to measure the progress of universities across the globe towards the 17 United Nations (UN) Sustainable Development Goals (SDGs). These rankings recognise and shine a spotlight on universities for their commitment and contribution to societal impact and sustainability, based on the UN SDGs. The impact rankings include 18 rankings tables – one for each of the 17 individual SDGs as well as one overall ranking table. In total, 1 963 universities were ranked in the overall ranking in 2024, 372 more than in the previous year. In the 17 individual SDG rankings, UJ ranked in the global top 10 for two SDGs, being placed third (#3) in the world for SDG 1: No Poverty; and retaining its position at sixth (#6) in the world for SDG 8: Decent Work and Economic Growth. Overall, UJ ranked in the top 100 of universities globally for six SDGs, including the two previously mentioned ranked in the global top 10. The other four SDGs ranked in the global top 100 placed as follows: SDG 5: Gender Equality (#13); SDG 10: Reduced Inequalities (#46); SDG 4: Quality Education (#53); and SDG 2: Zero Hunger (#93).
- In the **2025 Quacquarelli Symonds (QS) Sustainability Rankings**, the third iteration of this sustainability ranking, released on 10 December 2024, UJ ranked at position 243 in the world, placing fourth (#4) in Africa and in South Africa.

Regional rankings

- In the **2024 Times Higher Education (THE) Sub-Saharan Africa University Rankings**, the second edition of this regional ranking for the sub-Saharan Africa region, released on 27 November 2024, UJ ranked first (#1) in South Africa and in the sub-Saharan Africa region, improving on second (#2) place held in the previous year.

Subject rankings

The 2024 outcomes for the various subject ranking systems are shown in Table 2.

- In the 2024 Quacquarelli Symonds (QS) World University Rankings by Subject, released on 10 April 2024, UJ ranked in 16 QS subjects, three more than in the previous year. UJ's best-performing subjects globally were *Anthropology and Development Studies*, ranked in the 101-150 and 101-130 bands in the world, respectively, followed close behind by *Hospitality and Leisure Management* in the 151-160 band in the world. Nationally, UJ's top subject was Materials Sciences tied at first (#1) in South Africa, and UJ placed second (#2) in the country for six subjects: *Anthropology*; *Chemical Engineering*; *Chemistry*; *Education*;



Table 2: Subject rankings outcomes 2024

| QS SUBJECT RANKINGS | BGUR SUBJECT RANKINGS | GRAS |
|---|---|---|
| <ul style="list-style-type: none"> Anthropology: 101-150, #2 in SA Development Studies: 101-130, #7 in SA Hospitality and Leisure Management: 151-160, #2 in S Education: 301-350, #2 in SA Chemical Engineering: 301-350, #2 in SA Environmental Sciences: 351-400, #5 in SA Materials Sciences: 351-400, #1 in SA Economics and Econometrics: 401-450, #4 in SA Electrical and Electronic Engineering: 401-450, #2 in SA Mechanical, Aeronautical and Manufacturing Engineering: 401-450, #4 in SA Chemistry: 451-500, #2 in SA Mathematics: 501-550, #4 in SA Medicine: 501-550, #6 in SA Physics and Astronomy: 501-550, #4 in SA Business and Management Studies: 551-600, #4 in SA Biological Sciences: 601-650, #6 in SA | <ul style="list-style-type: none"> Green and Sustainable Science and Technology: #75, #1 in SA Social Sciences and Public Health: #111, #2 in SA Polymer Science: #144, #1 in SA Economics and Business: #157, #2 in SA Chemistry: #196, #1 in SA Environmental Engineering: #213, #1 in SA Arts and Humanities: #222, #5 in SA Chemical Engineering: #249, #1 in SA Environment/Ecology: #265, #4 in SA Geosciences: #281, #3 in SA Engineering: #296, #1 in SA Physics: #311, #3 in SA Physical Chemistry: #338, #1 in SA Energy and Fuels: #357, #2 in SA Public, Environmental and Occupational Health: #372, #7 in SA Psychiatry/Psychology: #379, #4 in SA Mathematics: #431, #2 in SA Plant and Animal Science: #437, #7 in SA Electrical and Electronic Engineering: #438, #1 in SA Computer Science: #442, #1 in SA Biology and Biochemistry: #463, #3 in SA Materials Science: #571, #1 in SA Clinical Medicine: #837, #8 in SA | <ul style="list-style-type: none"> Hospitality and Tourism Management: #14, #1 in SA Geography: 101-150, #2 in SA Sociology: 151-200, #1 in SA Earth Sciences: 151-200, #1 in SA Business Administration: 151-200, #2 in SA Education: 201-300, #1 in SA Management: 201-300, #1 in SA Electrical and Electronic Engineering: 301-400, #1 in SA Political Sciences: 301-400, #1 in SA Economics: 301-400, #3 in SA Ecology: 301-400, #6 in SA |

QS: Quacquarelli Symonds; **BGUR:** Best Global Universities Rankings; **GRAS:** Global Ranking of Academic Subjects.



Electrical and Electronic Engineering; and *Hospitality and Leisure Management*. UJ debuted in four subjects: *Anthropology*; *Business and Management Studies*; *Materials Sciences*; and *Mathematics*. UJ retained its global positions in the main but saw pleasing improvements for two engineering subjects – *Chemical Engineering and Mechanical, Aeronautical and Manufacturing Engineering* – both moving up by one band.

- In the 2024-2025 US News & World Report Best Global Universities Rankings (BGUR) by Subject, released on 25 June 2024, UJ ranked in 23 BGUR subjects, 13 more than in the previous edition, all of which were debuts. UJ ranked in the top 100 of universities globally for *Green and Sustainable Science and Technology* at position 75 in the world and ranked first (#1) in Africa and in South Africa. UJ ranked in the top 200 of universities globally for an additional four subjects: *Social Sciences and Public Health* (#111); *Polymer Science* (#144); *Economics and Business* (#157); and *Chemistry* (#196). Nationally, UJ ranked first (#1) in South Africa for 10 subjects. These were mostly for subjects in the engineering and chemical sciences fields, and UJ placed second (#2) in the country for four subjects and third (#3) for an additional three subjects.
- In the 2024 Global Ranking of Academic Subjects (GRAS), released on 11 November 2024 by the Shanghai Ranking Consultancy, UJ ranked in 11 GRAS subjects. Gains were made in six subjects. UJ's top-performing subject globally, *Hospitality and Tourism Management*, ranked at position 14 in the world and first (#1) in Africa and in South Africa. UJ ranked first (#1) in South Africa for seven subjects, second (#2) for two subjects and third (#3) for an additional subject.

INSTITUTIONAL STAFFING PROFILE

Appointment of staff at the executive leadership (ELG) level

The following appointments and reappointments were made during 2024.

- Deputy Vice-Chancellor: Research and Innovation
- Senior Executive Director: University Relations, Student Affairs and UJ Sport
- Executive Dean: College of Business and Economics
- Executive Dean: Health Sciences
- Chief Information Officer: Information Communication Systems
- Executive Director: Financial Support Services
- Reappointment of Executive Director: Human Capital Management
- Reappointment of Executive Dean: Humanities (term commences on 1 April 2025)

Institutional staffing profile

Over the past five years, staff numbers have fluctuated but have shown an overall cautious increase in both the academic and support domains. The increase in close to 100 members of staff since 2023 has been in line with the institution's determination to remain financially viable while maintaining its commitment to teaching and research excellence.

Table 3: Permanent staff profile

| | BLACK | COLOURED | INDIAN | WHITE | INTER-NATIONAL | TOTAL |
|-------------|-------|----------|--------|-------|----------------|--------------|
| 2020 | 2 837 | 246 | 263 | 848 | 268 | 4 462 |
| 2021 | 2 866 | 241 | 268 | 800 | 273 | 4 448 |
| 2022 | 3 019 | 242 | 266 | 756 | 275 | 4 558 |
| 2023 | 3 141 | 242 | 268 | 712 | 280 | 4 643 |
| 2024 | 3 219 | 241 | 265 | 669 | 282 | 4 676 |



STUDENT PROFILE

Table 4: Undergraduate student profile

| | BLACK | COLOURED | INDIAN | WHITE | INTER-NATIONAL | NO INFORMATION | TOTAL |
|-------------|--------|----------|--------|-------|----------------|----------------|---------------|
| 2020 | 32 283 | 1 013 | 1 238 | 1 569 | 2 526 | 30 | 38 659 |
| 2021 | 33 652 | 960 | 1 182 | 1 396 | 2 462 | 96 | 39 748 |
| 2022 | 34 094 | 872 | 1 138 | 1 294 | 2 433 | 176 | 40 007 |
| 2023 | 35 577 | 768 | 1 062 | 1 131 | 2 476 | 83 | 41 097 |
| 2024 | 36 087 | 700 | 988 | 1 044 | 2 405 | | 41 224 |

Table 5: Postgraduate student profile

| | BLACK | COLOURED | INDIAN | WHITE | INTER-NATIONAL | NO INFORMATION | TOTAL |
|-------------|-------|----------|--------|-------|----------------|----------------|---------------|
| 2020 | 6 283 | 333 | 509 | 1 055 | 1 680 | 10 | 9 870 |
| 2021 | 7 013 | 367 | 571 | 1 145 | 1 757 | 10 | 10 863 |
| 2022 | 7 463 | 370 | 569 | 1 127 | 1 850 | 38 | 11 417 |
| 2023 | 8 502 | 382 | 558 | 1 041 | 1 925 | 19 | 12 427 |
| 2024 | 9 523 | 379 | 574 | 982 | 1 838 | | 13 296 |

EMBEDDING STRATEGIC PLAN 2035 WITHIN THE UNIVERSITY

Council approved the new Strategic Plan 2035 at the end of 2023, and 2024 saw many activities taking place in readiness for full implementation of the plan in 2025. The priorities in the plan informed the development of Catalytic Initiatives as part of GES 4.0 for Societal Impact (SI) – a plan (including financial and other support) for earmarked catalytic activities designed to begin to fulfil the priorities of the Strategic Plan 2035 for SI in a determined, concerted, and funded way.

There was a focus in 2024 on embedding the principles and main tenets of the strategic plan throughout the University, and to this end, 64 engagements were held with various groups within the University, from Council, the MEC, the ELG, faculty boards, support divisions, alumni, and SRC. There were soft launches of the strategic plan at the VC campus engagements, and a memorable hard launch organised in conjunction with University Relations in the Sanlam Auditorium on 8 October, with inputs from the Chancellor, the Chair of Council, Vice-Chancellor, Arts and Culture and others, as well as an exhibition of how the University was already responding to the new themes. An appreciation ceremony was held for those who had contributed to the development of the new strategic plan during the VC Consultation session with the Senior Leadership Group on 9 October, ending the development phase of the Strategic Plan 2035.

In addition to the intensive embedding process, background work was undertaken in readying HCM's performance management system for the new Strategic Plan, such that the performance contracts of all staff would be aligned with its themes and priorities. Much effort also went into developing and defining new KPIs to measure institutional performance against the new plan, and into setting targets for 2025 and 2035 for Council approval.

The transition from Strategic Plan 2025 to Strategic Plan 2035 was completed in 2024, and the new processes for reporting university performance from 2025 onwards were developed in readiness for full implementation in 2025. The new plan has been well-received and has served to reenergise the University in relation to its intention to bring about greater societal impact and sustainability.



GES 4IR SI CATALYTIC INITIATIVES

Looking back, the catalytic interventions associated with the various Global Excellence and Stature strategies contributed significantly to rethinking and revitalising life at UJ. Similarly, the priorities in the Strategic Plan 2035 have informed the development of Catalytic Initiatives as part of Global Excellence and Stature 4.0 for Societal Impact (GES 4.0 SI) – a plan for earmarked catalytic activities designed to begin to fulfil the priorities of the Strategic Plan in a determined, concerted, and funded way. These new GES 4.0 SI catalytic initiatives (2024-2028) are designed to trigger or accelerate positive change in particular areas that underpin UJ's vision of new technologies for societal impact.

These catalytic initiatives tie in directly with the three core areas of the University's Strategic Plan 2035, namely Education, Research and Innovation, and Purposeful Collaborative, underpinned by the three themes of Societal Impact and Sustainability, Global Footprint and Partnerships, and Technology for the Future. The budget for GES 4.0 SI over the investment term amounts to more than R621 million, with the first allocation of just under R90 million released in mid-2024 and a second allocation of almost R150 million released in January 2025.

The Education catalytic initiative includes five projects.

- Continuous Professional Development has seen promotion bootcamps launched to support academics in preparing promotion applications.
- Smart Campus envisions systematically upgrading existing lecture venues of the University to smart classrooms, with installation of the latest technologies for teaching and learning (e.g. smart whiteboards), access control technologies, security cameras, and power points; scoping work has commenced, and specifications developed.
- Peer-to-peer assisted learning at UJ (aka Mentoring Catalytic Initiative [MCI]): An existing volunteer mentoring initiative (involving 700 mentors) has been pivoted and enacted as of July 2024, with mentors now fully trained and appointed.
- Virtual immersion portal: In Phase 1, the core focus has been the development of the career guidance portal and a Mathsbot (a personalised platform to help matriculants and pre-Maths 1 students reinforce their high school mathematics skills).
- Library and Information Centre (LIC) initiatives for student success: Technology for teaching and learning, including makerspaces; virtual reality labs; training programmes in AI and information usage for undergraduate students; podcasts for guided academic reading; AI support for faster and more accurate research output. (Purchase of GenAI platforms Scopus AI, EnagoRead and Trinka; Launch of Digital Scholarship Hub).

The Research and Innovation catalytic initiative includes five projects, several of which are continuing projects.

- Distinguished Visiting Professors (DVPs): 16 additional DVPs were appointed during 2024.
- Postdoctoral Research Fellow (PDRF) support and postgraduate student scholarships awarded.
- Inter-cross-multi- and transdisciplinary projects: 28 projects were awarded funds for between one and three years.
- Commercialisation of research projects: the Technology Transfer Office (TTO) launched a venture mentoring services programme.
- Flagship institutes have contributed to growing UJ's national, Pan-African, and international stature, through research and scholarly outputs, student training, PDRF mentoring, industry linkages, and third-stream income generation. The emphasis remains on financial self-sustainability – meaning that financial support will decrease over time.

(Further details on all these initiatives can be found in the section on Research and Innovation below.)

The Purposeful Collaborative catalytic initiative includes two key initiatives.

- Societal impact and sustainability driver, with plans in place for 2025.
- GES strategic fund, intended for strategic interventions, which enable disruptive innovations and allow new initiatives to be explored and unexpected opportunities to be seized that may not fit within predefined budgets.



An exemplification of how academia, industry, and communities can collaborate to uplift underserved regions through sustainable technology and innovation is the key project, UJ for Societal Impact in Limpopo (in Gwakwani, Matatani, and Mbodi villages). The launch of this intervention as a University project in October 2024 saw a visit by key members of the University Executive (including UJ's Chancellor, Dr Phumzile Mlambo-Ngcuka, and UJ's Vice-Chancellor and Principal, Prof Mpedi) to view on-site the difference made to lives in these three villages over the past 10 years by the implementation of sustainable, technology-driven solutions from within several faculties and domains within UJ. Key interventions and their impacts have included:

- Solar-powered boreholes for potable water, leading to increased farming and food security.
- Off-grid solar lighting, improving household and community safety.
- Container-based crèche and ECD facilities to support early childhood education.
- A container library with internet and computers at the local high school, boosting the matric pass rate from 25% (2022) to 55% (2023).
- A solar-powered community bakery, providing jobs and daily bread production.
- Satellite internet and IoT solutions to enable connectivity and tech monitoring.
- A container clinic in nearby Matatani Village to serve over 2 000 residents.

In the various chapters of this Annual Report, regular reference will be made to more specific achievements of the closeout of the GES 4.0 project during 2024, as well as to the initial achievements of the incoming GES 4.0 SI. This will demonstrate how, in numerous ways, our national leadership in 4IR is already being complemented by our growing focus on societal impact and sustainability.

GROWING AWARENESS OF UJ LEADERSHIP IN THOUGHT AND INNOVATION

In 2024, the University further progressed its position as one of the major South African universities, as evidenced by its leadership in research output and in its performance in the Times Higher Education (THE) University Impact Rankings shaped around the SDGs. As mentioned above, UJ ranked overall among the top 50 universities globally at its highest-ever position of 36 in the world, climbing 10 places from position 46 in the world. UJ continues to be the leading university on the African continent and nationally, ranked first (#1) in Africa and in South Africa, of the 10 universities in the country that participated. Most notably, UJ clinched the third (#3) spot in the world for the global goal of no poverty.

Our national leadership in research output was once again confirmed by DHET in its accreditation of research publications in March 2024. UJ presently hosts a total of 18 SARCHI NRF Chairs, together with an additional six research Chairs, three of which are sponsored by industry, and three of which are UNESCO Chairs.

UJ saw a substantial increase in the percentage of NRF-rated researchers, from 19% in 2023 to 28,06% in 2024. This represents 9,06% increase from the previous year. The total number of NRF-rated researchers increased from 320 to 349 by December 2024 and comprised 7 A-rated researchers; 71 B-rated researchers; 196 C-rated researchers; and 75 Y-rated researchers.

The faculty reports indicate the number of UJ staff who are taking on leadership roles on professional and governmental committees, both nationally and internationally. Leadership in teaching and learning, shown by faculties in embedding both 4IR and societal impact and sustainability in curricula, is presented in more detail below. Curricula increasingly reflect previously marginalised scholarship, which addresses a transformation and decolonisation agenda, with Africa at its core. Innovative pedagogies funded annually by UJ's Teaching Innovation Fund have again been disseminated in a volume edited by the Division for Teaching Excellence. Indeed, 11% of publications submitted to DHET in 2024 address the Scholarship of Teaching and Learning (SoTL). The number of accredited qualifications internationally continues to grow, as do programmes offered in partnership with external universities.

UJ staff continued to represent UJ across several national Council on Higher Education (CHE) processes (including as Chair of the Task Team on Blended and Online Learning), delivered commentary on seminal national documents, were invited as members of CHE audit panels, and served on the National Coordinating Committee of the National Framework for the Enhancement of Academics as Teachers. UJ has been highly successful in hosting the second iteration of DHET's Future Professors Programme. The DHET-funded national Teaching Advancement at Universities (TAU) Fellowship Programme, which has steadily built its profile as



developing change agents in teaching and learning at all South African HEIs, has been coordinated by UJ since its inception.

The College Reading and Learning Association's (CRLA) International Tutor Training Program Certification (ITTPC) has re-accredited UJ's tutor training, after an initial four years, until 2028; UJ remains the only university in South Africa with an internationally certified tutor training programme.

The UJ Library and Information Centre (LIC) continued its leadership in the development of Digital and Information Literacy (DIL) training programmes, with over 40 000 students participating in 2024. Two important innovations were the online Digital Scholarship Hub launched in September 2024, which offers a suite of GenAI platforms for postgraduate students, researchers, and academic staff; and the Virtual Reality Lab, which offers Atlas TI training workshops to postgraduate students. The extensive programme of over 240 workshops, seminars, public lectures, book launches and conferences held in the LIC in 2024 has created a world-class platform for the research and innovation done at UJ to be shared locally and internationally. The UJ Press (hosted in the LIC and which publishes titles in all disciplines related to Pan-Africanism Decolonisation and 4IR) has grown from strength to strength each year, with 37 titles published and 187 titles live. Its international presence is growing rapidly, and international searches of the UJ Press catalogue are close to outnumbering national searches.

The Division of Global Engagement finalised additional strategic joint and collaborative programmes with the USA, China, Brazil, Malawi, and Thailand. Pan-African academic partnerships with institutions in Mozambique, Mauritius, Nigeria, Tanzania, Somalia, and Burundi were renewed or signed.

Central Academic Administration (CAA) introduced further innovations in UJ's student academic technologies, cementing its leadership position in the use of technology in student management systems. These included the implementation of facial recognition to assist with student verifications during registration.

Strategic Communications' excellence was recognised at the 2024 MACE (Marketing, Advancement, and Communication in Education) Excellence Awards in Cape Town, securing multiple accolades for creative storytelling and digital content strategy. In addition, the UJ Alumni Animation, Mpumi, won the Platinum Award for the campaign to increase alumni involvement. This is the highest award at the MACE event.

UJ's continued growth and positive media trajectory were confirmed. Key highlights for 2024 included 552 UJ experts active in giving expert commentary in national media, and 110 in global media (over a shorter period). There were 285 op-eds across all media, including those with strong links to 4IR and SDGs. Over 10 000 media clippings were generated.

SOCIETAL IMPACT AND SUSTAINABILITY

The UJ's Strategic Plan 2035 foregrounds societal impact and sustainability as follows:

As a university immersed in its society, the economy, and the environment, UJ will take an integrated approach to addressing the challenges of our time and of the future and to furthering societal impact and sustainability, from an African and Global South perspective. We will be a driver of positive change in our communities and society, transforming and serving humanity through innovation and the collective and collaborative pursuit of knowledge.

In this regard, UJ is building on what is already a well-developed foundation. Faculty submissions confirm that initiatives addressing the challenges of the present and future have been under way for a good number of years, and indeed, in many cases have already had considerable societal impact. At the same time, the challenge posed by UJ's Strategic Plan 2035 has clearly inspired faculties with renewed determination to contribute to this concerted institution-driven approach from their intellectual resources and disciplinary perspectives.

The following selected examples indicate the breadth of faculty endeavours.

The Faculty of Art, Design and Architecture: The Department of Fashion Design has contributed to SDG 12 (Responsible Consumption and Production) through sustainability-focused community projects. The 'Sustain Her' initiative, in partnership with NGO Love Our City, repurposes fabric and clothing into reusable menstrual pads, addressing period poverty. The Advanced Diploma programme collaborates with Fashion+ on



‘ClothesToGood’, a non-profit that recycles, downcycles, and upcycles old clothing, supporting employment for people with disabilities and producing materials for early childhood development.

Faculty of Education: Collaboration with colleagues from the Faculties of Engineering and the Built Environment, Law, Science and Humanities on a gamification project for the creation of sustainable schools is motivated specifically in terms of desired impact on UJ students. The Faculty of Education has proposed an online game using a virtual escape room concept, which comprises a series of engaging, interactive puzzles that challenge players and offer clues for problem solving in a virtual setting. While similar to a physical escape room, players are locked inside a building and must find their way out before time runs out. While solving a series of puzzles (including UJ-specific sustainability efforts) and discovering hidden clues to ‘escape’, players learn actively about each of the SDGs, and the ways in which they can contribute to its achievement.

Faculty of Health Sciences: Departments are prioritising innovations, which reduce medical waste, minimise harmful chemical use, and lower carbon footprints compared to traditional methods. Department of Optometry and Water Health Research Centre staff are collaborating on a project to 3D print spectacle frames from recyclable plastic. In the histology laboratory, reagents and chemicals used by students are filtered and reused, thus reducing the waste produced by discarding reagents after each practical. As a part of their community training and education, the Water and Health Research Centre has trained community members to use an adapted 2-litre bottle to wash up to 10 people’s hands, directly contributing to sustainable water management and conservation. In the Laser Research Centre, biomaterials-based wound dressings for diabetic wounds and the green synthesis of nanoparticles promote healthcare along with environmental sustainability by using biodegradable, renewable, and non-toxic materials.

The Faculty of Law’s iKamva Initiative is working towards developing a New Generation of Women Legal Leaders in Africa. The project focuses on black women (academics and students) since they experience greater barriers within the legal profession, through a gender justice and intersectionality lens. The aim of this project is to increase the number of black females in leadership in the legal profession using a systems-change approach. The design phase of this project, which was awarded a USD 500 000 grant from the Co-Impact Philanthropic Fund, was completed in May 2024, and the grant contract for the implementation stage, involving funding of USD 1 million, was signed in September 2024. The Faculty of Law is the lead organisation, and it is partnering with the South Africa Chapter of the International Association of Women Judges (SAW-IAWJ), Women in Law South Africa (WOZA), and Mapongwana Attorneys Inc.

The College of Business and Economics has initiated the iZindaba Zokudla project, driven from within the School of Accountancy, and created in alignment with the concept of a ‘food policy council’. (The term is a Zulu (Nguni) phrase referring to the King’s court, where discussions about the food eaten together take place.) This idea of democratic control over the food system has evolved into what is now being called public innovation laboratories, which formalise stakeholder engagement as a structured form of social dialogue. Through the public innovation laboratories, the project mobilises stakeholders interested in a sustainable food system and links them to farmers; this assists emerging entrepreneurs in gaining access to the economy and creates an enabling environment for innovative and sustainable businesses. Given the complexity of the agriculture sector, this project aims to promote access to the right information, especially to emerging entrepreneurs, to ensure the success and sustainability of their enterprises.

The Faculty of Engineering and the Built Environment is reworking curricula in alignment with a range of SDGs. For instance, the Department of Urban and Regional Planning has implemented interventions in the Bachelor of Urban and Regional Planning and related Honours programme, which align content with sustainable housing practices by ensuring sustainable urban planning principles are embedded; incorporating local economic development (LED) and urban branding content and expanding the focus to rural areas, thus aligning with SDGs 8 (Decent Work) and SDG 11 (Sustainable Cities and Communities); and focusing on environmental governance and the development of environmental impact assessments (EIAs), contributing to SDG 13 (Climate Action).

The Johannesburg Business School has established the GRIT Lab programme within the JBS Innovation Lab. This initiative is a movement designed to bridge the gap between theory and real-world application, empowering young Africans to lead in 4IR. The JBS GRIT Lab operates as a free skills development programme, equipping



African youth with hands-on expertise in software development, artificial intelligence, data science, and emerging technologies. Its focus on problem solving and project-based learning ensures that participants are not only gaining technical proficiency but are also developing entrepreneurial acumen. This unique approach has resulted in a 100% employment rate for graduates at the GRIT 4 Level, proving the programme's ability to create job-ready professionals. Beyond South Africa, JBS GRIT Lab is part of a larger vision – GRIT Lab Africa (GLA), a programme committed to training one million young Africans by 2030. By providing accessible, high-quality digital education, the initiative is playing a crucial role in reducing inequalities and fostering economic transformation across the continent.

The Manguzi Indigenous Knowledge Innovation Centre (MIKIC) project, taken forward by the Faculty of Science, is a community-based initiative, located in Manguzi, KwaZulu-Natal. MIKIC seeks to provide a platform to transform indigenous knowledge into market-ready solutions through providing skills development programmes tailored to community needs and by supporting entrepreneurs throughout the product development process. Building plans for the Centre were approved in late 2024. The MIKIC project commenced in 2019 and is run by the Department of Biochemistry, in collaboration with the Manguzi community (represented by the Tembe Traditional Council).

The Faculty of Humanities is leading the UJ-African Reclaimers Organisation Network: A University-Civil Society Collaboration Advancing Environmental, Social, and Economic Justice and Sustainability. Colleagues have been working with reclaimers who salvage recyclables from rubbish bins and landfills. Recycling saves municipalities hundreds of millions of rands a year, and because of this, South Africa has recycling rates comparable to some European countries. UJ staff and students from various faculties are partnering with the African Reclaimers Organisation (ARO) to implement 10 projects over three years to achieve the following outcomes: a) A model for multi-faculty community engagement that is embedded in and strengthens academic teaching and research responding to societal needs. b) Increased capacity in the informal recycling sector to advance economic, social, and environmental justice for reclaimers. c) Growing the circular economy and a just transition in Johannesburg and scaling across South Africa. d) Promoting the use of technology and 4IR by reclaimers/informal workers to advance sustainable development. This has been a highly impactful and award-winning long-term project and is aligned to SDGs 11, 1 and 10.

A more comprehensive presentation of Faculty work relating to societal impact and sustainability and often involving 4IR technologies, can be found in Section Four of this Annual Report.

RESEARCH AND INNOVATION AT UJ

Research and innovation are integral to the University of Johannesburg. Having seen a significant growth in research output, which has confirmed the University's identity as a research-intensive institution conducting research from the applied to the purely theoretical, UJ is poised to extend the impact of its groundbreaking research markedly. The Strategic Plan 2035 for Research and Innovation, as one of the suites of six detailed plans that support the overall mission and vision of the University, brings together several core themes – through maximising societal impact and sustainability, advancing technology for the future, and expanding our global footprint and partnerships. Contributing to solving the major challenges of our time and of the future requires applying multiple disciplinary perspectives, innovating together and in partnership with others, and taking major projects to scale across the University to make the biggest possible difference to our collective future – hence the emphasis in the plan on integrated disciplinary research and innovation. However, impact is not always experienced in the immediate and practically useful, thus the Plan also provides support and scope for dreaming and envisaging the new – the qualities without which discovery cannot ultimately lead to innovation. The quality of our research and innovation will ensure that our reach is extended through rewarding partnerships both national and international, within academia and with government and industry.

Research productivity, including creative outputs and innovations

As stated previously, in March 2024, DHET revealed that UJ had achieved the number one position in South Africa for accredited research publications output for the second consecutive year with 3 147.3 units. Since the University's inception, UJ's submitted publication output units have increased at an average annual rate of 12,9%, with a compound annual growth rate (CAGR) of 12,5%.



In May 2024, UJ submitted 5 502 research outputs published in 2023 for DHET accreditation, amounting to 3 293 subsidy units. The total number of publication units submitted in 2024 increased by 1,6% compared to the previous year. Notably, units associated with books and book chapters increased by 2,7%, reversing the marginal decline observed in the prior year. Conference proceedings and journal article units increased by 3,4% and 1,2%, respectively. Over 98% of the journal article units submitted originate from publications in internationally indexed journals, with the majority, 76%, appearing in the prestigious Scopus index. A total of 16% of the submitted units contributed to scholarship on the Fourth Industrial Revolution (4IR), while 11% focused on the Scholarship of Teaching and Learning (SoTL). While the sector awaits the DHET's *Report on the Evaluation of the 2023 Universities' Research Output*, the accreditation of 3 195 units (out of 3 293 submitted) for UJ's 2023 publications, announced in December 2024, is indicative of a 97% success rate (submitted vs awarded), which exceeds UJ's historical average approval rate of 93,6%.

Creative outputs and innovations

In September 2024, UJ made its sixth submission for creative outputs. A total of 31 creative outputs were submitted. From the 31 creative outputs, 25 were for the Fine Arts subfield, while another one was from the Literary Arts. The Music, and the Theatre, Performance and Dance subfields had two and three submissions, respectively. The approval in terms of volume saw a remarkable success rate from 50% in 2019 to 89% approval for the 2022 submission. However, the 2023 outcome saw a steep decline of only 48% of the outputs being approved, i.e. 11 out of 23 submissions being accepted. Reasons for the decline will be seriously considered to assist in future submissions.

The paucity of peers to review all the submissions in any one given year is still a challenge. The current limited available human resources report serious fatigue. On a positive note, DHET is exploring options to address this issue by revisiting the review process. DHET has invited scholars to apply to be reviewers with a view to increasing the pool of reviewers on their database. This may assist in reducing the volumes carried by the current limited human resource. The University acknowledges and commends all the peers for their valued voluntary services.

External research income

In the 2024 academic year, the University secured R354 884 855 in external research income, categorised into the following areas: national, international, and non-obliged research income, postgraduate student bursaries, and research donations. This amount exceeded the target of R300 million by 17%. Of the total funding, R52 million was received from international sources. This accomplishment highlights the ongoing success of our research endeavours and the increasing acknowledgment of UJ's impact on international research projects.

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 DHET's UCDG, managed through the Strategic Initiatives and Administration (SIA) Division, is to support the academic research activities and capacity development of staff, directed towards staff completing higher degrees and towards mobility grants for conference attendance and research collaboration. In addition, the mobility grants provide opportunities for international travel to establish and support new and existing research collaborations and partnerships.

In 2024, the first year of the current three-year cycle (2024-2026), an annual budget of R7 043 205 was allocated to fund seven projects managed by SIA, PGS, and Research Development and Support (RDS). The following projects received support in 2024:

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



As part of the UCDP, SIA oversees Phase 5 of the national University Staff Doctoral Programme (USDP), which is funded by DHET. This programme provides university staff with grants of R500 000 each to pursue a doctoral degree over a three-year period. In 2024, SIA continued to support the six UJ candidates from the first cohort of USDP Phase 5, which began in 2022, as well as the 11 UJ candidates from the second cohort that started in 2023. Additionally, SIA managed the application process for the third cohort, with applications submitted in October 2024 and currently awaiting feedback from DHET.

Progressing the research-innovation-commercialisation nexus

In early 2024, UJ was awarded R14.9 million by the Technology Innovation Agency (TIA) to establish an Indigenous Knowledge-Based Phytochemicals Platform in Manguzi, KwaZulu-Natal. The platform, which will be a collaboration between UJ and the Manguzi community (represented by the Tembe Traditional Council), will thus enable mainstream commercialisation of indigenous knowledge-based traditional medicines and natural products developed from biodiversity occurring in the uMhlabuyalingana Local Municipality. The University, through the Technology Transfer Office (TTO), also welcomed a cohort of 50 student entrepreneurs who participated in an incubation programme running from May 2024 through to October.

The number of innovation submissions, specifically patents arising from research conducted by UJ researchers, has remained low; however, efforts are under way to improve both the quantity and quality of patent submissions, with a focus on increasing the success rate of DHET subsidy awards. At the same time, the number of granted patents and registered designs in respect of such IP owned by the University increased by 10 awarded grants in 2024, bringing the cumulative total to 103. Strengthening institutional support for innovation development and aligning submissions with DHET criteria remain key priorities.

Visiting academic programme

By December 2024, 100% of the lifespan budget of this GES 4.0 strategic initiative had been committed with 118 visiting academics supported by this funding. The majority of our 87 distinguished visiting professors (DVPs) are included by Elsevier as among the top 2% of scholars in their respective fields. In late 2024, six of UJ's GES DVPs, namely, Profs Linda Hollebeek, Haywantee Ramkissoon, Sascha Kraus, and Arnold Bakker (all from the College of Business and Economics), Prof Chong Lin (Faculty of Engineering and the Built Environment), and Prof Sherali Zeadally (Faculty of Science), were recognised in Clarivate's Highly Cited Researchers List for 2024. When combining GES 1.0 and GES 4.0, DVPs and other GES visiting academics submitted research/scholarly outputs amounting to 175.45 units (over R23 million in publication subsidy) to UJ in 2024 for submission to DHET in May 2025. In 2024, Prof Kraus also received the 2024 Vice-Chancellor's Highly Cited Researcher Award, which celebrates and honours an individual with an outstanding research profile who has demonstrated significant and broad influence in specific fields. In 2024, 14 new DVPs joined the University in the Faculties of Education, Science, Art, Design and Architecture, Health Sciences, Engineering and the Built Environment, and the College of Business and Economics.

Flagship institutes

UJ continues to grow its national, Pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. Between 2019 and 2024, the flagship institutes collectively contributed 344.25 units for DHET accreditation with 52.14 of those units submitted in 2024 alone.

The renamed ***Institute for AI Systems (IAIS)*** (formerly the Institute for Intelligent Systems (IIS)), under the leadership of Director, Prof Babu Sena Paul, and Co-Director, Prof Mpho Primus, remained steadfast in pursuing its vision of positioning UJ as one of the leading universities in the 4IR. Key events hosted included a Natural Language Processing (NLP) seminar in February, a debate on social entrepreneurship in March, and youth-focused events in June. The Deep Learning IndabaX in July featured discussions on NLP's potential in Africa. Throughout the year, webinars, masterclasses, and strategic planning sessions highlighted the importance of data and AI in governance, education, and sustainable development. Notable events also included the Leica Geosystems SA Expo in October and UNDP debates in November. These initiatives demonstrate IAIS's commitment to interdisciplinary research and collaboration across sectors. In recognition of her outstanding achievements, Co-Director, Prof Primus, was named one of the 100 Influential Women in Tech in South Africa for 2024 by IT Web (Brainstorm).



The **Institute for Pan-African Thought and Conversation (IPATC)**, led by Prof Siphamandla Zondi, has created a research agenda that combines Pan-Africanism, the sustainable development goals (SDGs), and digital transformation, in line with the African Union's Agenda 2063. In 2024, IPATC hosted 26 public dialogues, published 58 newspaper articles in South African and international media, and conducted 21 TV and radio interviews in South Africa, Nigeria, and the United States. The joint master's programme with the University of the West Indies remains strong, with nine MA students enrolled in 2024.

In September 2024, the **Johannesburg Institute for Advanced Study (JIAS)**, welcomed a new Director, Prof Victoria Collis-Buthelezi. The institute hosted several notable events, including the Mellon-funded, Other Universals Summer Winter Institute, the inaugural South Africa-CARICOM Annual Lecture, the Jan Smuts Early Years Conference, and a week-long engagement with Guggenheim awardee, Prof David Scott.

The **Institute for the Future of Knowledge (IFK)** further advanced scholarship and public engagement through its significant achievements. It published 24 journal articles, eight book chapters, and three notable books by Profs Mutambara, Shulika, and Manda. IFK scholars also presented at key conferences, including the African Union Studies Annual Symposium and The United States in Africa Forum. Public thought leadership was evident in op-eds featured in *Premium Times*, *Sunday Times*, and the *Zimbabwe Independent*. The Institute hosted high-profile events addressing critical issues, such as the Israel-Palestine conflict, publishing high-impact AI research, and democracy in Africa. Distinguished speakers included Prof Chris Landsberg, Mr Kuseni Dlamini, Dr Gagandeep Singh, Prof Joleen Steyn Kotze, and Mr Zaheer Laher. These engagements enriched academic discourse and contributed meaningfully to national and continental debates, cementing IFK's role as a hub for thought leadership and the shaping of future knowledge.

The **UJConfucius Institute (UJCI)** hosted several high-profile Chinese delegations, which further strengthened academic and cultural ties between UJ and its Chinese counterparts. Notably, on 29 June, a delegation led by Rui Hongyan, Party Secretary of Nanjing Tech University, visited UJ, inaugurating the China-South Africa High-tech Incubator.

The **Centre for Africa-China Studies (CACS)** hosted several public engagements, bringing together academics, professionals, and experts from various fields and industries. Key events included:

- A symposium titled 'South African Democracy at 30: Gains and Challenges', examining the progress and challenges of South Africa's democracy.
- A workshop on 'A Roadmap Towards a Global South Digital Teaching Methodology', discussing the impact of AI and machine learning in education, particularly in Sub-Saharan Africa.
- A dialogue on 'FOCAC 2024: Whither China-Africa Relations?' assessing the outcomes of the 9th Forum on China-Africa Cooperation.
- A virtual discussion on 'Cooperation or Competition? The Energy Strategies of China and Western Countries in Africa', exploring the implications of energy strategies in Africa amidst global shifts.

Research Leadership Programme

The Research Leadership Programme (RLP), which rolled out for the first time in 2020, 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 since 2021 to realise our joint aspiration to develop and advance women's leadership in South Africa, regionally, and internationally. This initiative aligns with SDG Goal 5, which focuses on promoting gender equality.

In 2024, SIA hosted the digital launch of the RLP, which featured a presentation by Prof Stella Nkomo on the topic of becoming an influential researcher in one's field. During her presentation, Prof Nkomo emphasised the key characteristics of influential researchers, including a clearly defined research niche, extensive expertise in their areas of focus, and a strong commitment to creating impact in knowledge, practice, and society, all of which align with UJ's vision of societal impact.

The 2024 UJ cohort comprised eight academics: Profs Rosemary Jane-Luke (College of Business and Economics), Neshane Harvey (Faculty of Art, Design and Architecture), Nazreen Dasoo (Faculty of Education), Thandiwe Sithole (Faculty of Engineering and the Built Environment), and Nedine Moonsamy (Faculty of



Humanities) as well as Dr Shantel Lewis (Faculty of Health Sciences), Dr Whitney Rosenberg (Faculty of Law), and Dr Marole Maluleka (Faculty of Science). The UWC RLP cohort for the same year included five academics.

Two noteworthy accomplishments stand out in this period. Dr Nazreen Dasoo was promoted to associate professor, while Prof Sithole was a finalist for both the prestigious South African Women in Science Awards and the TransUnion Rising Star Awards. In addition, Prof Sithole received the Faculty Research Impact Award and the Department of Chemical Engineering Award in recognition of her exceptional contributions. She has also been appointed as a reviewer for research outputs by both the NRF and DHET.

External partnerships

The SIA Division plays an administrative role in managing and facilitating opportunities for strategic research projects and partnerships with external institutions and partners. External partnerships add value to the University, particularly through the hosting of high-level events. In 2024, UJ, in collaboration with the Mapungubwe Institute for Strategic Reflection (MISTRA), hosted the Mapungubwe Annual Lecture, a flagship event that offers a platform for intellectual discourse on global issues affecting South Africa and the wider African continent. The lecture was delivered by Advocate Tembeka Ngcukaitobi, a distinguished lawyer, legal scholar, and author. His presentation, titled 'Critiques of Constitutionalism: 30 Years On', provided a critical examination of constitutionalism in South Africa, reflecting on three decades of democracy.

The BRICS+ initiative led by the IPATC aims to position UJ as the leading research institution for BRICS+ studies on the African continent. In 2024, the partnership between the IPATC and the South African BRICS Youth Association (SABYA) led to the launch of the UJ SABYA Chapter in May. A key initiative of the BRICS+ programme is the BRICS Summer School, which is hosted in partnership with SABYA. In 2024, the programme introduced the Model BRICS Simulation, where delegates assumed the roles of BRICS diplomats and engaged with real-world issues, such as payment systems and financial cooperation, mirroring discussions from the Kazan Summit. The event featured keynote addresses from senior government officials, including Honourable Sindisiwe Chikunga, Minister of Women, Youth and Persons with Disabilities, and Honourable Mimmy Gondwe, Deputy Minister of Higher Education and Training. A notable achievement for the UJ SABYA Chapter in 2024 occurred when Ms Busisiwe Sibizo, the Deputy President of the Chapter, completed an internship at the New Development Bank (NDB) in Shanghai, China. Looking ahead, the BRICS+ Diplomacy in Global Governance SLP has been approved by the Faculty of Humanities and will be offered as part of the BRICS Summer School Programme starting in the second semester of 2025.

POSTGRADUATE STUDIES, POSTDOCTORAL RESEARCH FELLOWS, AND ASSOCIATED SUPPORT

Monitoring of postgraduate output

Monitoring postgraduate graduates for the 2024 graduation cycle commenced in April 2024 and concludes in March 2025. The overall institutional target approved for 2024 is 4 592. HEDA data as of 21 February 2025 indicates that 4 311 postgraduate students graduated. Regarding targets versus actual graduates, the postgraduate below master's (PG below M) target was set at 703, with the institution achieving 783 (exceeding the target by 80 graduates). The honours target was set at 2 317, with the institution achieving 2 485 (exceeding 168 graduates). The master's target was set at 1 282 (729 coursework, and 553 research directed), and currently reflects 872, requiring 410 graduates to meet the target successfully. The doctoral target was set at 290 and is currently at 171, requiring 119 graduates to meet the approved target. In addition, the number of South African black graduates targeted for the 2024 graduation cycle was approved at 118, with the number of graduates in this category at 76 as of 21 February 2025.

Postgraduate student support

The Postgraduate School offers support to postgraduate students through two units, Research Capacity Development (RCD) and Statistical Consultation Services (Statkon). The RCD Unit primarily supports postgraduate students through two Moodle communities: the 240CM_177 community (research master's and doctoral candidates), and the 240CM_081 community (coursework master's, honours, advanced diploma, postgraduate diploma and final-year students). In 2024, 3 494 and 13 403 students were enrolled in these two



communities, respectively. In 2024, the Unit held 54 workshops with a total attendee count of 2 798. Microsoft training sessions were conducted virtually, while the Statistical Package for the Social Sciences (SPSS) training took place in person at the computer labs or PGS training room at Akanya Building. These were run over June, July, and August with a total of 946 registrations; of this number, 399 attended.

The RCD Unit hosted several research communication and dissemination/presentation events throughout 2024 for postgraduate students. These events included the Institutional Visualise Your Thesis Competition, which received 63 registrations and 53 attendees, the National Visualise Your Thesis Competition, which was attended by 44 in-person and 53 online participants, and the Institutional Three Minute Thesis (3MT) Competition. Odifentse Lehasa, UJ's 2023 3MT winner, was the regional winner of the 2024 SANORD 3MT Competition, receiving an all-expenses-paid trip to the SANORD Conference, held at the University of the Western Cape in Cape Town from 4-6 December, where she also presented at the 3MT annual showcase. UJ's institutional winner, Mrs Mosa Khasu, for the U21 Global 3MT Competition, received the People's Choice Award for her presentation, vying against 16 entrants from across the globe. Ms Khasu is the first South African winner and the first UJ winner for this award.

RCD also developed a 10-week preregistration programme for master's (RD) and doctoral students, which consisted of 62 sessions. Faculties that participated included the College of Business and Economics, Education, Art, Design and Architecture, Engineering and the Built Environment, and Humanities. A total of 152 students were enrolled in this programme, which catered to the specifics of proposal development.

As part of its capacity development efforts aimed at upskilling staff, supervisors, PDRFs, and research associates throughout the year, RCD's many workshops offered in 2024 covered topics, such as supervision, submission procedures, research methodologies, VIVA defences, publishing, and building well-being and resilience in academia. In 2024, 38 workshops were held with a total of 749 attendees.

Support for staff, supervisors, and PDRFs is provided through another two Moodle communities: the 240CM_176 community serves PDRFs, research associates, and senior research associates and has 117 participants enrolled, while 240CM_162 is designed for academic staff at all levels (assistant lecturers, lecturers, senior lecturers, associate professors, and professors), excluding senior management and support staff, and has 818 participants enrolled. In 2024, RCD held seven sessions focused on global engagement, raising awareness of critical global challenges and providing researchers with essential strategies for academic success and informed publishing decisions. This was done through seminars, panel discussions, and forums, and featured both national and international speakers.

In 2024, RCD facilitated over 700 writing consultations. Available both online and in-person, the consultations are flexible to accommodate different schedules and preferences. Recognising that researchers often face time constraints and competing priorities, RCD introduced the Mobile Sit Tight and Write (MST&W) initiative, offering writing support directly at participants' locations. These twelve sessions ran from February to August 2024, with 170 attendees.

Statkon contributes to UJ's excellence in research and throughput targets for postgraduate students by providing conceptual and practical advice and support for quantitative-based research projects. In 2024, Statkon consultants provided individualised support for 531 projects. Of these projects, 402 were newly registered in 2024, and 129 were carried over from previous years. Postgraduate students from the Faculty of Health Sciences, College of Business and Economics, and the Faculty of Engineering and the Built Environment represented the highest proportion of those making use of Statkon services, at 44,4%, 20,3% and 13,7% of projects supported, respectively. Statistical consultants provided post-analysis support for approximately 22 projects. In addition to the individualised support, Statkon consultants designed and facilitated workshops on quantitative-based topics.

The Postdoctoral Research Fellowship (PDRF) Programme

The PGS is also responsible for coordinating the Postdoctoral Research Fellowship Programme at the institution. In 2024, there were 556 PDRFs active at UJ. As part of its growth plans, the University provided extensive financial support towards postdoctoral research fellowships with 198 PDRFs partially funded from URC, while 78 PDRFs received funding from the '200 PDRFs' initiative under the GES portfolio, and 22 PDRFs



were funded from GES 4.0. 2024 also saw the introduction of a new loan agreement, which attracted an additional 22 PDRFs appointed in the GES flagship institute.

The Senior PDRF programme had some success in encouraging PDRFs to produce more research outputs, leading to 29 Senior PDRFs being funded from URC. The high growth in research output led to 18 Senior PDRFs requiring additional funding from GES funding sources. To incentivise the PDRF community at UJ, the PGS also hosted the PDRF Excellence Awards, held on 25 October 2024. The event recognised those PDRFs who had performed exceptionally in their respective faculties, not only in terms of research outputs, but regarding their scholarly activities.

Postgraduate funding

2024 saw the URC allocated funds increased from R73 243 838 (2023) to R81 708 714, with R80 555 306 (98.6%) of the funds utilised by 31 December 2024. In contrast, the total NRF allocated funds decreased from R85 878 075 in 2023 to R81 296 682 in 2024, with the number of students funded dropping from 584 in 2023 to 498 in 2024.

The 2024 allocated funds from GES to support 59 doctoral and 44 master's students were at R16 339 636, with R8 588 949 utilised, while the support for the 44 master's students was at R7 890 286, with R4 355 550 utilised.

The number of postdoctoral research fellows registered in 2024 also grew by 22,5% to 556, with extensive funding support from URC (R28 698 789) and GES (R28 272 623).

GLOBAL ENGAGEMENT

Through global engagement and internationalisation, the University of Johannesburg continues to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, and reaffirms the University's position on the global higher education landscape. The work undertaken by the Division for Global Engagement is central to UJ's vision of 'an International University of choice, anchored in Africa and the global south, dynamically shaping a sustainable future'.

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

In 2024, with the intention of realigning and refocusing our internationalisation strategy, the division was renamed the Division for Global Engagement. A concerted effort was made to both reconnect but also to strengthen our relationships with our bilateral international partners and potential partners. The Division for Academic Services hosted a partner day in August for delegates attending the International Education Association of South Africa (IEASA) Conference. The pilot was well received although with fewer participants than was projected. The learnings will be factored into future planning for similar engagements.

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

Virtual programmes continue to allow greater access for students to participate in mobility programmes at a reduced cost, and this is reflected in the mobility numbers reported below. Our current number of valid



joint programmes indicates that our engagements with international partners are proving to be fruitful, with the number in line with the University's target. Particularly significant to 2024 was the continued work with Times Higher Education, Universitas 21 (U21), South Africa Sweden University Forum (SASUF), International Association of University Presidents (IAUP) and BRICS networks to elevate UJ's global reputation, while also assuring the University's leadership position in influencing the development and governance of global higher education with special reference to the Pan-African agenda.

Having been firmly positioned in the University's Global Excellence and Stature 2025 Strategy, during 2024, we intensified our work on aligning our internationalisation strategy to the UJ Strategic Plan 2035. Overall, the work of the Division is informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is facilitated through both intra-university and international partnerships.

The year 2024 again saw normalcy in terms of in-person events and the hosting of visiting international delegations. The Division adopted a flexible approach, hosting in-person, virtual and hybrid events. The number of visiting international delegations to UJ grew exponentially, with most meetings taking place on campus.

Engagements and partnerships

Throughout the year, UJ continued hosting both physical and virtual meetings with international partners and facilitated several high-level engagements with international universities as well as foreign missions. Partnerships in regions, where historically we hold fewer collaborations, increased in 2024, with an upsurge of activity in the Nordic and Canadian regions and an expansion of activities with EU and US partners. Indicators of this are the work undertaken with the University of Illinois Urbana-Champaign on the Future Professors programme and with the University of Iowa on the Social Determinants of Health and a second joint World Café. The Division also worked with Boston College on a partnership with Social Work and Geography and with the University of North Carolina Charlotte on a Collaborative Online International Learning (COIL) partnership with our Faculty of Science. Framework agreements were signed with universities in China, Thailand, and Malawi. A research collaboration agreement was signed with Emory University in the USA and a collaboration agreement on data processing with Universidade Federal da Bahia in Brazil.

Several academic and support staff participated in Erasmus+ staff mobilities to Italy, Türkiye, and the Netherlands in 2024 with reciprocal visits from staff at partner universities. The University has numerous Erasmus+ ICM partnership agreements with universities in Europe.

To support UJ academics in developing Pan-African partnerships, Academic Services is a lead partner on a successful funding proposal under the UCDP in support of Pan-African partnerships. The project implementation started in 2024 and in Quarter 1 we participated in the project kick-off meeting held in Durban. The outcome of the workshop/meeting was the identification of project and project leads. UJ will be leading on a Partnering Fair, and it is suggested that this takes place in Ghana as part of the African Network for the Internationalization of Education Conference.

Several Pan-African academic partnerships (with universities in Mozambique, Mauritius, Nigeria, Tanzania, Somalia, and Burundi) were renewed/signed and are presently active.

Student recruitment

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

In 2024, the international recruitment team visited Lesotho, Botswana, Zimbabwe, Eswatini, Namibia, Zambia, Rwanda, Tanzania, Thailand, Mozambique, and Uganda to visit schools and conduct information sessions.

The 2024 headcount of international students registered for formal and non-formal programmes stood at 2 405 (undergraduate) and 1 838 (postgraduate). The headcount number above represents both formal and whole non-formal programmes as well as SLPs and bridging credit-bearing programmes.



Physical and virtual mobility figures in 2024 were as follows: Inbound students – 33 127; Outbound students – 16 658. Of these numbers, physical mobilities were: Inbound – 19 534; and Outbound – 6 447.

Four co-funded Africa-by-Bus programmes took place with the Faculties of Health Sciences (Mozambique), FADA (Zimbabwe), Humanities (Namibia), and the College of Business and Economics (Namibia). The Division also ran the Global Leadership Student Exchange Programme with the University of Cincinnati.

Marketing, events, and visits contributing to global reputation

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

A series of visits by international leaders resulted in the strengthening of international ties and the development of further agreements. At the end of February, the University of Johannesburg and the Canadian High Commission partnered to celebrate 30 years of South African democracy with an event, titled 'Marking 30 Years of Democracy: Looking Back and Forging Ahead'. Held in February at the Imbizo Hall, Soweto Campus, the event focused on empowering young people through education and strategic partnerships. Together with UJ Sport and the Embassy of France in South Africa, UJ hosted a sporting event in March to celebrate 30 Years of Democracy in South Africa. This event also celebrated the build-up to the upcoming Paris 2024 Olympic and Paralympic Games.

UJ and the Southern African Regional Universities Association (SARUA) partnered to host the SARUA General meeting in May. The meeting was attended by 20 vice-chancellors or their representatives who form part of the network. The meeting focused on finalising the SARUA Strategic Plan 2024-2028, approval of the revised constitution, and electing a new board.

Prof Letlhokwa Mpedi, Vice-Chancellor and Principal, hosted a high-level delegation from Nanjing Tech University in June. The Nanjing Tech University delegation was led by Prof Rui Hongyan, Secretary of the Communist Party of China (CPC) University Committee. Both universities have developed a strong partnership, and the meeting provided an opportunity to reaffirm the existing partnership and to explore possibilities to expand this further. An area of interest is the development of a joint high-tech incubator.

The Academic Services Directorate in the Division for Global Engagement hosted a partner day in August. Representatives from eight South African and international universities, including existing and potential partners, attended. The programme included a visit to the Faculty of Art, Design and Architecture, UJ Library, and the Postgraduate School. The group also engaged with colleagues from the Study Abroad and the Community Engagement Units. The event allowed for the exchange of ideas, reviewing areas around best practice and learning from one another.

EDUCATION, TEACHING AND LEARNING

The University of Johannesburg plays a pivotal role in providing quality higher education to South African youth. As a large contact institution, offering a growing suite of online programmes, it provides hope, development, and opportunity to students from diverse backgrounds, both South African and international. One of the fundamental purposes of a university is to educate both students and staff in the broadest sense of the word. Education goes beyond acquiring a qualification – although that is, of course, important. It encompasses the all-round development of people at formative stages of their lives. For students, this generally means a time when young adults are becoming steeped in a culture of learning, underpinned by a set of values that will endure into their future leadership roles, and in experiences that will shape their lives as good and productive citizens who care about and are able to influence a sustainable future. For staff, this means continuing to learn, to appreciate new perspectives, to develop new skills as the world changes, and to thrive in their roles as educators and producers of new knowledge. Against this background, UJ seeks to provide values-based and pedagogically sound teaching and learning within a continually updated and relevant curriculum, and in so doing, to foster curiosity and critical thinking that will inspire and guide our students and graduates to make a positive impact on the world.



Enrolment planning and implementation

The enrolment at the University has a direct impact on institutional sustainability, with approximately 55% of UJ's annual revenue derived from the Teaching Input Units (TIU) subsidy. It is therefore encouraging that noteworthy progress was made in 2024, with the successful achievement of both undergraduate and postgraduate enrolment targets. The annual enrolment plan is developed with careful consideration of the targets previously approved by DHET as part of the six-year enrolment plans to ensure alignment with national enrolment planning and regulatory requirements, but it is adapted to contextual changes.

The total student headcount increased from 53 524 in 2023 to 54 515 in 2024, reflecting a 2% growth. While undergraduate enrolment saw a modest increase of 120 (0,3%) students, postgraduate enrolment experienced more substantial growth, adding 871 (7%) students.

Honours and postgraduate diploma enrolment exceeded the planned target by 4,4%. In the master's category, coursework master's enrolments were slightly above target by 0,7%, while research master's enrolments surpassed expectations by 7,9%. Doctoral enrolments saw significant growth, exceeding the planned target by 8,1%, primarily due to an increase in new doctoral students. The undergraduate-to-postgraduate ratio for 2024 remained in line with projections at 76:24.

A planned decline in undergraduate first-time entering enrolments resulted in a 4,2% decrease in 2024 to 11 010. This category was closely monitored throughout the registration period to ensure overall enrolment remained within acceptable margins. Specific targets, including those for extended programmes and international students, were also closely monitored to ensure alignment with the enrolment plan. Throughout the year, careful oversight of teaching input units (TIUs) was conducted to ensure compliance with DHET's 3% margin for acceptable over-enrolment and to maintain alignment with funding regulations.

By the end of 2024, the Division for Institutional Planning, Evaluation, and Monitoring (DIPeM) had finalised the 2025 annual enrolment plan, which had received Senate and Council approval. The University had also responded to DHET's request for the submission of a provisional five-year enrolment plan covering the 2026-2030 enrolment cycle. With the significant achievements of the 2020-2025 period, the next enrolment cycle will focus on sustaining and consolidating these successes.

Looking ahead, the 2026-2030 enrolment provisional plan is shaped by several key priorities, with its overarching focus on aligning with the new Strategic Plan 2035. Central to this plan is a commitment to fostering student success through an academic support system. Key principles include optimising the undergraduate-to-postgraduate ratio to 74:26, maintaining a balanced distribution of enrolments across disciplines, and ensuring a consistent annual intake of 11 200 undergraduate first-time entering students. These priorities collectively reinforce the University's long-term vision for sustainable growth and academic excellence.

A provisional set of enrolment projections for 2026-2030 was submitted to DHET, with feedback expected in early 2025. Once received, this input will inform the final targets, which will then be presented for Council approval. By maintaining a responsive and forward-thinking enrolment strategy, UJ continues to strengthen its ability to navigate a dynamic higher education environment while ensuring institutional growth, educational quality, student success, and financial resilience.

Contact, online and hybrid learning and teaching – student and staff support

The lessons learned and advances made following the COVID-19 pandemic remain entrenched in our University's offerings. Virtual or hybrid models of teaching and learning remain, particularly at postgraduate level; for all students learning takes place inside and outside of classrooms, within groups and by individuals, through both face-to-face interaction and – importantly – mediated by technology.

Tablets, data, and e-textbooks

Equitable access to technology remains crucial. The Centre for Academic Technologies (CAT) managed the laptop rollout project for NSFAS-funded students, missing middle students, and those in the extended curriculum programme (ECP), with ECP laptops provided through the Foundation Grant. In 2024, 1 513 entry-level laptops were distributed to NSFAS and missing middle students, while 1 709 laptops were allocated to extended degree students. The Faculty of Engineering and the Built Environment students received higher-



spec models to meet their academic requirements. CAT is also committed to refurbishing and repurposing older devices as loan or exchange units for students. All newly purchased devices come with a three-year carry-in warranty. Minor technical issues that do not require extensive repairs are handled in-house, ensuring minimal disruption to students' academic work.

In 2024, UJ allocated R11 million to purchasing e-textbooks for undergraduate students, ensuring broad access to essential learning resources. The available funds were distributed proportionally across faculties based on full-time equivalent (FTE) enrolments. The e-book aggregator ITSI Funda provides the miEbooks application as an e-reading platform. By the end of 2024, the full allocation had been utilised, enabling 7 329 individual students to access one or more e-textbooks. A total of 65 books were downloaded 15 150 times.

Learning with technology support for first-year students

In 2024, CAT began its support in mid-January for incoming first-year students by distributing a *Learning with Technology* welcome and information letter via Central Academic Administration. This letter directed students to CAT's first-year welcome video and encouraged them to explore UJ's online resources, including uLink, UJ Moodle, and first-year support modules available on Moodle. To facilitate a smooth transition into the face-to-face orientation programme, students were invited to participate in live, guided online sessions from 24 January to 2 February 2024. These sessions were held three times daily over eight weekdays, allowing students to attend multiple sessions. Over 1 700 students participated in these online sessions. During First-Year Orientation Week (5-9 February 2024), the CAT team delivered approximately 200 Future Fit & Techwise sessions across all four UJ campuses. These sessions attracted a cumulative attendance of almost 6 500 first-year students.

As part of the first-year orientation programme, students were invited to complete a training needs survey on basic computer skills. Those who expressed an interest in additional training attended top-up sessions before the commencement of test periods. Six sessions were held across all campuses, benefiting approximately 190 first-year students by enhancing their digital skills for academic success. CAT's First-Year Orientation: Learning with Technology module on Moodle remained accessible throughout the year. This module provided short learning videos on Microsoft Word, PowerPoint, and Excel, allowing students to develop their digital skills at their own pace. Additional resources in the module guided students on navigating and using UJ Moodle. Between January and November 2024, a total of 14 000 students accessed this module.

CAT provided ongoing online support through a dedicated help desk, ensuring student readiness and success. The help desk team utilised the osTicket system to track student queries and provide timely responses. In 2024, the CAT Help Desk managed almost 15 000 student support tickets, addressing issues related to Moodle, technical problems (e.g. password resets and device-related issues), general queries, and student advisory support.

Supported transition to Moodle as learning management system

In 2024, UJ successfully transitioned to Moodle as its primary LMS. This decision was driven by Moodle's user-friendly interface, robust integration capabilities, open-source flexibility, and adaptability to various teaching and learning styles. To ensure seamless support, a specialised UJ Moodle team provided real-time assistance and troubleshooted technical and functional issues. Learning experience designers (instructional designers) collaborated with lecturers to optimise Moodle's features for student success. Personalised consultations enabled faculty members to tailor Moodle tools to their teaching methodologies, while students benefited from user-friendly guides and 24/7 access to the Discovering Moodle training module and knowledge base.

UJ deployed Moodle on Amazon Web Services (AWS) to ensure a scalable, high-performance learning environment. This cloud-based hosting solution enhances flexibility, security, and uptime, allowing seamless access to course materials. AWS provides automatic scaling to handle peak usage during high-traffic periods, such as exam seasons. Its advanced security features, including data encryption and regular backups, protect sensitive academic information and ensure institutional and regulatory standards compliance. CAT continuously monitors system performance and leverages AWS analytics to optimise speed, reliability, and cost efficiency.

Early feedback on the transition to Moodle has been positive, with increased student engagement, improved course accessibility, and enhanced blended learning experiences. Moving forward, CAT remains committed to



refining Moodle's functionalities, integrating additional features, and gathering stakeholder input to maximise its impact on academic excellence and student success.

CAT also introduced three comprehensive online courses to enhance student proficiency with the new learning management system. The self-paced 'Discovering Moodle' course, which had been accessed by 7 000 students and staff by the end of the second semester, provides essential skills for using UJ Moodle. These skills include navigating the system, engaging with communication tools, collaborating on learning tasks, conducting assessments, accessing grades and feedback, and utilising the Moodle mobile app. Alongside this, the 'Online Orientation' course prepares students in the UJ-HEPSA fully online programme for their digital learning.

Student support for success

The Division of Academic Development and Support (ADS) (including CAT, the Academic Development Centre (ADC) and PsyCaD) 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.

UJ101

A collective ADS effort in 2024 was the rolling out of the pilot of UJ101. The most important transitional point for higher education students is their first year of studies. This is the time during which they must adjust to the real-world challenges of being at a university. UJ101 is an online module designed to support first-year students in their transition from high school to university life. It runs for the whole of the first semester and covers a comprehensive range of topics that extend beyond academic study, including physical, emotional, and mental health awareness, as well as balancing academic and personal responsibilities. The module equips students with essential study skills, such as time management, effective note-taking, and academic writing. Additionally, it provides strategies for stress management and mental health awareness. UJ101 fosters a supportive community through peer interaction and offers practical tips for coping with university challenges. Overall, the intentionally blended and interactive module aims to enhance students' academic success and personal well-being, making their first year a positive and enriching experience. Of the students who fully participated in the pilot, 1 663 offered positive feedback on the module. The module will be rolled out broadly in 2025.

Mentoring as an Education catalytic initiative

One of the biggest single developments in the work of ADC in 2024 was the changes made to the UJ mentoring programme. Over the preceding five years, UJ had grown its volunteer mentoring programme to include most faculties and just over 700 volunteer mentors. In May 2024, it was announced that UJ would support the mentoring programme as one of its Education catalytic initiatives associated with the UJ Strategic Plan 2035. To enable this, ADC created a plan to pivot the volunteer mentoring initiative into the format envisioned in the catalytic initiative. ADS enacted the plan as of July 2024, resulting in the first iteration of this catalytic initiative being successfully implemented. The project transitioned just under 700 *volunteer* mentors to being *paid* mentors across all UJ faculties/college. In addition, senior mentors were appointed to assist with oversight and guidance of the various faculty mentor initiatives. All mentors were trained, and a curated mentoring curriculum was developed and rolled out during the second semester of 2024. The year ended with a wonderful mentor celebration event that took place in the Sanlam Auditorium, and which was attended by more than 500 mentors.

Writing support

Given the importance of academic writing for student success, ADS runs a writing centre on each campus. Student engagement with consultants and coordinators at the four writing centres increased markedly in 2024: in total, the writing centres interacted with 13 463 students, compared to the 6 925 students seen in 2023. Of these interactions, 81% were conducted face-to-face, while 19% took place online. Furthermore,



several innovative practices emerged from the writing centres in 2024, including the second iteration of the undergraduate writing competition and the introduction of Writing Cafés in collaboration with the UJ Library.

The UJ First Year Experience and Orientation

In 2024, UJ First Year Experience (FYE) continued its important work. First Year Orientation (FYO) offers a blended UJ Orientation to welcome first-time UJ students into their new environment; this feeds into the extended orientation offered through UJ101 (as discussed above). ADC planned the 2024 First Year Orientation (FYO) in partnership with the UJ faculties and college and support services (specifically CAT) to create the first-year orientation experience. Collectively, eight FYO modules (one per faculty/college) were produced, together with a full on-campus FYO programme. The modules delivered FYO information to the new first-year students, positioning them to continue with UJ101. Student participation in the FYO was excellent. To assist the newly arriving first-year students, the FYE Office again employed 150 FYO marshals strategically placed on all four campuses for the first two weeks of class. These marshals recorded over 10 000 consultations with students during this time.

The National Resource Centre for the First Year Experience

In 2024, the South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition continued a programme of work that began formally in early 2022, supported by the University Capacity Development Programme (UCDP) grant. This work programme includes strengthening and continued advancement of the First Year Experience at a national level through an active programme of research, webinars, capacity building of South Africa's public universities, and social media outreach. The SANRC also hosted the 9th Annual SANRC First Year Experience Conference at the Southern Sun Sandton Hotel (22-24 May 2024). More than 100 delegates attended the highly successful conference.

Further student success initiatives

ADC's innovative student success projects were expanded in 2024. These included the continuation of the undergraduate pop-up webinar series (10 minutes each) on selected topics with follow-up discussion opportunities; the 19 pop-up webinars had a combined reach of 3 678 views. The student success influencer project continued, with eight faculty influencers being managed by ADC. They were most active on TikTok, with 7 462 followers and more than 73 900 likes. The third annual Undergraduate Research Conference was held in the UJ APK Library in October 2024. There were 32 undergraduate presentations from all eight UJ faculties/college. A new development for 2024 saw several students writing up their research into academic-style papers, which will be published in a monograph early in 2025.

Extended curricula programmes

ADC Access, responsible for ADC's extended curriculum programmes, continued its excellent work in 2024, primarily on the Doornfontein Campus. ADC Access taught approximately 650 first-year students registered in FEBE, Humanities and CBE during the year, with module success rates of most of the groups at 94% and above. With the assistance of a CAT scan, ADC Access continued to deepen the blended nature of its offerings. Most lectures were offered in the face-to-face mode, with online content also provided in some modules, while most tutorials were presented in a hybrid mode. ADC also catered to the extended students' needs regarding access to a device, connectivity, and personal and home environment issues. The student advising system in ADC Access has also been strengthened, and a full-time advisor has been appointed to DFC.

Online enrichment modules for students – and the public

CAT manages the design, development, and administration of a series of **free short learning programmes (SLPs)** that are open to all UJ students, staff, and members of the public for personal enrichment. African Insights, introduced in 2017, had 44 760 cumulative UJ completions by the end of 2024. Similarly, the SLP on Artificial Intelligence in the 4th Industrial Revolution, launched in 2020, had over 23 700 cumulative UJ completions by the end of the year. Two further free SLPs were launched in late 2022: Introduction to the Sustainable Development Goals (SDGs), and Financial Literacy – Be Money Wise. In early 2024, two more SLPs were launched in collaboration with the UJ Library: Building Blocks of Information Literacy, and Advanced Information Literacy; and in late 2024, CAT launched an SLP on *Being a Responsible Digital Citizen*. Just under 82 500 individuals had completed the bouquet of seven free SLPs by the end of 2024. Four more free SLPs oriented to workplace skills were developed in 2024.



UJenius Club

The UJenius Club, coordinated by CAT, is a special project for high-performing students. The total number of UJenius students (682 senior students and 1 967 first-year students) grew from 2 034 in 2023 to 2 649 in 2024. UJenius students are afforded privileged invitations, access, and consideration due to their status as top achieving students. These include free tickets from UJ Arts and Culture to various curated and special events. The UJ Library allows UJenius students access to common research spaces reserved for postgraduate students as well as extended loan periods for books. The UJ Study Abroad department has been able to prioritise UJenius students in a study abroad programme. Companies have sought to recruit UJenius students, and the UJenius Club has been able to connect groups of students with potential employers. UJenius students have been encouraged to become involved in various community outreach projects, including the annual UJ Future Walk Initiative and Nelson Mandela Day. The UJenius Club hosted its annual gala dinner with DVC: Academic, Prof Sehaam Khan, to which the top 100 students (50 students who had obtained their qualifications in the 2023 academic year, and 50 final-year students based on their first semester performance in 2024) were invited. This was an evening of celebration in recognition of their display of academic excellence.

UJ-HEPSA

UJ's portfolio of fully online qualifications (ranging from master's through to advanced diploma programmes) has been rolled out incrementally since 2017 in partnership with HEPSA. The partnership with HEPSA to deliver these programmes fully online was for seven years, with a seven-year contract for each programme as it was introduced. UJ has now given HEPSA notice that the contracts will not be renewed. As each programme exits the contract, they are being folded into the UJDigital online university.

In 2024, the following fully online programmes were available: four advanced diplomas, three bachelor's degrees, and two master's degrees. A self-paced module, Online Orientation, designed by CAT, is also available to prepare UJ's HEPSA students for online learning at UJ.

QUALITY PROMOTION

Leadership and recognition in quality assurance

Quality promotion at UJ is led by the Centre for Academic Planning and Quality Promotion (CAPQP) within the Division of Teaching Excellence. In 2024, CAPQP solidified its position as a leader in quality assurance among South African higher education institutions. This leadership manifested through numerous benchmarking requests from peer institutions, including Walter Sisulu University of Technology, Unisa, Tshwane University of Technology, and Lilongwe University of Agriculture and Natural Resources in Malawi. These interactions not only position UJ as a leader in quality assurance but also contribute to raising standards across the sector through knowledge exchange and collaboration.

A new Policy on Quality Promotion, aligning UJ with the CHE's Quality Assurance Framework, was drafted and approved by the Senate. This policy retains UJ's core principles and quality goals and provides a comprehensive framework for quality promotion activities.

Institutional audit – final report

Following the receipt of the CHE Institutional Audit Report in November 2023, CAPQP coordinated UJ's response, submitting an improvement plan to the CHE in March 2024. The positive feedback received in June 2024 required minimal responses, confirming UJ's mature quality management systems. This favourable outcome enables specific programmes leading to full qualifications to be accredited without going through external regulators, such as the CHE and DHET.

Internal programme reviews

Programme reviews formed a cornerstone of CAPQP's quality promotion activities in 2024. The year began with nine programmes from three faculties under review, with two finalised between November 2023 and January 2024. Site visits with external panels were scheduled, and by year's end, eight programmes had completed the comprehensive review process: BA Honours in Interior Design (FADA), Advanced Diploma in Business Information Technology (CBE), BCom Honours in Quantitative Finance (CBE), Advanced Diploma



in Operations Management (FEBE), Advanced Diploma in Management Services (FEBE), Advanced Diploma in Quality (FEBE), BA Honours in Public Management and Governance (CBE), and BA in Graphic Design (FADA). Each review followed a structured process involving self-evaluation, external peer review, and improvement planning.

CAPQP conducted several thematic reviews examining practices across the University. The DHET-funded extended curriculum programmes were reviewed, with findings presented to the STLC. The review assessed the models of ECP provision, the effectiveness of ECPs in promoting student success, and identified opportunities to enhance these pathways to higher education. Similarly, a review of moderation practices conducted jointly by CAPQP and CASD staff culminated in a report to the STLC, providing recommendations for strengthening assessment reliability and validity.

A high-level review of postgraduate assessment was initiated and approved by STLC in April 2024. This review examined assessment practices across postgraduate programmes, focusing on alignment with level descriptors, assessment integrity, and feedback quality. Data analysis continued throughout the year, with preliminary findings indicating strong faculty performance in postgraduate assessment, though some developmental areas were identified for faculty action. The complete findings will be presented at the first STLC meeting of 2025.

The Service Module Review represented another major quality initiative, with comprehensive data on service modules collected across all faculties. These data – analysing module criticality, cross-faculty footprint, student success rates, and class sizes – will inform the selection of modules for in-depth review in 2025, ensuring that service modules effectively support student learning across faculties.

Professional body accreditations and reviews

CAPQP provided extensive support for professional body accreditations throughout 2024. The Health Professions Council of South Africa (HPCSA) undertook several accreditation visits in 2024. In July, CAPQP supported successful visits for the BHSc in Medical Laboratory Science, the Master of Counselling Psychology, and the Master of Clinical Psychology. The team assisted with the preparation of the Biokinetics response to the HPCSA report and reviewed the Self-Evaluation Report for the Department of Podiatry's upcoming HPCSA accreditation.

Engineering accreditations saw CAPQP supporting the response to the Engineering Council of South Africa report on the Civil Engineering Technology programme. The South African Geomatics Council's accreditation process for the Mine Surveying programmes received comprehensive support from CAPQP. Accreditation visits for the Bachelor of Mine Surveying, and Bachelor of Mine Surveying Honours took place in July and November, respectively. Both programmes received endorsement with conditions reflecting their overall quality while identifying specific areas for improvement.

Programme development

Programme working group (PWG) and academic planning

The PWG, for which CAPQP provides secretariat services, held 11 meetings throughout 2024. This group, comprising representatives from all faculties, examined 110 new SLPs and 87 programme amendments, applying rigorous standards to ensure programme integrity, coherence, and alignment with internal policies and external regulatory requirements.

CAPQP's assisted with the development of three new programmes: the Higher Certificate in Marketing and Sales, responding to industry demand for specialised sales professionals; the MPhil in Healthcare Innovation and Technology, addressing the intersection of health sciences and technological advancement; and the Master of Biomedical Engineering, strengthening UJ's footprint in a critical STEM field. Additionally, two programmes were recommended by the PWG to Senate: the Master of Science in Energy Poverty Alleviation Technologies, aligning with sustainable development goals and addressing pressing social challenges, and the Bachelor of Education in Intermediate Phase Teaching.

CHE accreditation was secured for three programmes: the Postgraduate Diploma in Clinical Simulation, the Master of Information Systems, and the Doctor of Philosophy in Innovation and Development. Four



qualifications received NQF registration with SAQA IDs: Doctor of Philosophy in Innovation and Development, Master of Science in Machine Learning Engineering, a generic Bachelor of Commerce, and Master of Information Systems.

Academic Programme Tracking System (APTS)

The APTS saw significant advancement in 2024, with the system developments needed to meet the SAQA/CHE changes to the application process rolled out in June. This digital platform, which tracks programme development from concept to implementation, is now fully functional for whole qualifications, with the development of the SLP interface progressing steadily. The system integrates with Corporate Governance and the Registrar's domain, incorporating requirements for financial approval and facilities allocation as requested by university leadership.

To fully exploit the potential of the APTS system, CAPQP made time throughout the year to digitise historical academic planning records. All records dating back to 2015 are now available on the digitalised document storage application. Linking this archive to the APTS will enable UJ to maintain a comprehensive archive of programme development dating back to the oldest, scanned records. A new enhanced version of APTS with upgraded functionalities will be released in January 2025.

ACADEMIC STAFF DEVELOPMENT

In alignment with the National Framework for Enhancing Academics as University Teachers and the UJ Framework for the Professional Development of Academic Staff as Teachers, in 2024, the Division for Teaching Excellence (DTE) fulfilled its mandate of developing teaching excellence at UJ through offering a comprehensive suite of contextual, relevant, and scholarly-based learning opportunities.

Symposia and masterclasses

The DTE offered a comprehensive programme of professional development and support initiatives, which reached approximately 1 500 academics in 2024, providing valuable resources for teaching, learning, and research advancement.

The cornerstone of the year's programme was the Masterclass Series, comprising 25 specialised academic sessions. These sessions addressed crucial contemporary topics, including innovative assessment methodologies, integration of sustainable development goals, generative AI applications in education, and enhanced student engagement strategies. Each masterclass was crafted to provide practical skills while inspiring academic innovation.

The theme, 'The beautiful ones are not yet born': The academic journey, anchored two sessions that explored the complexities and opportunities within academic careers. These sessions offered valuable perspectives on professional development and career navigation in higher education.

For Women's Month, the DTE celebrated three women, UJ academics in leadership positions, examining their strategies for balancing academic achievement with personal growth. In September 2024, the Heritage Series saw two sessions in which a critical review of the transformation of higher education over the past three decades was presented.

The Division's Connect@1 initiative featured five sessions where recipients of the Vice-Chancellor's Distinguished Award for Teaching and Learning shared their pedagogical approaches and professional experiences. These sessions provided valuable peer-learning opportunities and fostered community among educators.

Academic Preparation Programme (APP)

In January 2024, the Centre for Academic Staff Development (CASD) within DTE conducted a three-day Academic Preparation Programme for new academic staff and assistant lecturers, attended by over 40 participants. The programme introduced participants to academic practice, including teaching, research, and community engagement. The induction programme was repeated in July and was attended by 60 participants over three days.



Departmental workshops

Throughout the year, CASD facilitated ongoing workshops, with close to 700 staff members attending. CASD responded to departmental requests for workshops on curriculum development, assessment, and AI in teaching. Workshops were held with Applied Information Systems on learning guide design and assessment, with the School for Strategic Communication on assessment, and with the School of Public Management, Governance, and Public Policy on curriculum and assessment practices. A boot camp with Mathematics staff, a continuous assessment workshop for the School of Tourism and Hospitality, and upcoming masterclasses for 2025 indicate growing engagement in assessment development initiatives.

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

A one-day induction for new HODs covered teaching, learning, and research leadership. Follow-up sessions addressed operational and financial management. In the second semester, five additional workshops focused on promotion support, leadership presence, quality assurance, and enrolment planning. A mentorship programme for new HODs was introduced, pairing them with experienced mentors. Workshops on leadership and communication were followed by online sessions on human relationships, programme planning, and promotion policies.

Support for blended and online teaching

CAT played a significant role in developing expertise specifically with blended and fully online teaching. Through departmental visits (covering 80% of departments), in-person workshops, webinars, and refresher training sessions, CAT engaged over 3 560 teaching staff in 122 events between January and November 2024.

Innovative teaching and learning and the Teaching Innovation Fund

UJ greatly values innovative teaching, with projects funded through the Teaching Innovation Fund. Of the 37 applications received in 2024, 28 projects were selected for funding, including two which were allocated funds from the Language Implementation Policy Fund. The fourth edition of the *Teaching Innovation for the 21st Century: Showcasing UJ Teaching Innovation Projects 2024*, comprising 33 articles, highlights innovative teaching projects at UJ. The booklet was distributed to Senate in November 2024 for further circulation.

Teaching and module evaluations, peer observation reports

Student evaluation of teaching is managed by CAT by means of online submissions. These are complemented by CASD, which conducted 70 postgraduate supervision evaluations and supported 11 staff members with peer reviews in 2024.

Portfolio Development and the Teaching Portfolio Assessment Committee (TPAC)

CASD supported staff in developing teaching portfolios (as required for all promotion applications) through workshops and individual consultations. In 2024, TPAC reviewed 89 portfolios, with meetings held in January (10 portfolios), April (14 portfolios), July (28 portfolios), and September (37 portfolios). Portfolio development workshops in February and April 2024 were attended by 114 and 94 participants respectively, and 28 staff members consulted CASD for promotional portfolio development. CASD staff co-facilitated the Promotion Boot Camps in May, July, and September 2024.

Tutoring @ UJ

Tutor training at UJ for 2024 commenced in February to ensure that all appointed tutors received training within three months, as mandated by the STLC. The online self-paced component on Moodle began in May. Training for the first semester concluded with 1 256 Level 1, 345 Level 2, and 164 Level 3 tutors completing the programme across 64 sessions.

For the second semester, training concluded with 1 379 Level 1, 355 Level 2, and 164 Level 3 tutors trained across 66 sessions. UJ successfully renewed its College Reading and Learning Association accreditation until 2028, maintaining its status as the only nationally accredited tutor training programme.

The University recognised 73 tutors at the Top Tutor Awards in November, highlighting their contributions to teaching and learning. Additionally, tutor training certificates at all levels were uploaded to academic transcripts in January. Preparation for 2025 training is under way, with schedules communicated to all Vice-Deans: Teaching and Learning.



TRANSFORMATION AT UJ

Transformation is woven into the social, intellectual, and structural fabric of the University of Johannesburg (UJ). It owes its existence to the national government's agenda to achieve transformation within South African higher education.

UJ's character and identity reflect the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis, and its students and employees are as diverse as the society it serves. The institution recognises both the internal and external challenges that this diversity creates but also the many opportunities it presents to establish and sustain a process of transformation that will result in positive social change and the full embodiment of the democratic values of the Constitution in the institution.

The Council, Management and Senate of the University have pursued a transformation agenda since its inception and continue to do so. As the key component of an institutional culture, the University leadership is committed to leading the transformation process within the University, thereby contributing to the creation of future leaders equipped to address societal injustice and promote sustainability, harmony, and peace with a greater impact.

Effective transformational leadership is essential in managing transformation successfully at UJ. Creativity and innovation are best nurtured within the institution when people from diverse cultures, perceptions, convictions, and opinions meet in a spirit of mutual understanding and trust. The result is an unleashing of the potential inherent in the very diversity of its student, academic and administrative profile to achieve sustained excellence in the execution of its core functions.

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

In November 2024, UJ's revised Institutional Transformation Plan for 2025-2030 was approved. This plan, which aligns with the UJ Strategic Plan 2025-2035, introduces two additional pillars as compared to the earlier Transformation Plan, bringing the total number of transformation pillars to nine. Each pillar supports the broader objectives of UJ's transformation and sustainability. This plan addresses both historical inequities and contemporary challenges in higher education through clear objectives for each pillar.

The nine pillars of the plan are as follows:

1. **Institutional culture** – Creating an institutional culture that is transforming, Pan-African, diverse, caring and values driven.
2. **Teaching, learning, and knowledge production** – Ensuring decolonisation, curriculum reform and mode of delivery.
3. **Employment equity** – Implementing an employment strategy that ensures representativity of the country's population groups, genders, and people with disabilities.
4. **Governance and management** – Implementing systems, procedures, and structures; efficiency and effectiveness in terms of people, processes, systems, and technology.
5. **Digital transformation** – Aligning UJ to digitisation strategies for competitiveness, efficiency, and success.
6. **Student life** – Improving student services.
7. **Enabling funding** – Securing the financial sustainability of UJ.
8. **Talent management and leadership** – Implementing a talent management strategy that will ensure that the University has the "right people with the right skills in the right jobs at the right time".
9. **Gender equity** – Addressing inequalities and promoting equity through gender imperatives, ending gender-based violence and creating a safe environment for all.

In 2024, members of the Executive Leadership Group (ELG) nominated transformation representatives for each faculty and division. A tracking document was developed to monitor projects, initiatives, and recent culture survey results, identifying areas for improvement. In 2025, the priority will be to engage additional domains and formalise the process to integrate transformation pillars across the institution.

Each pillar is supported by a set of objectives and strategies to ensure its successful implementation. To achieve this, the plan includes designated sponsors at the Deputy Vice-Chancellor (DVC) and Management Executive Committee (MEC) levels. The sponsors are responsible for ensuring that each pillar has the necessary resources and support for execution.



Transformation initiatives within the staffing domain: academic staff

Accelerated Academic Mentorship Programme (AAMP)

The AAMP catalyses transformative institutional change at UJ, strategically diversifying the academic staff profile at senior levels while cultivating robust national and international research networks. By the conclusion of 2024, AAMP's membership reached an impressive milestone of 664 academics from 633 in 2023, reflecting its substantial footprint across the institution. Of the 664 academics on the programme, 77% are designated candidates and 23% are non-designated candidates; 61% are female and 39% are male.

AAMP provides comprehensive support for professional development through multifaceted financial assistance mechanisms, including teaching relief, funding for participation in conferences across local and international platforms, publication support initiatives, and facilitation of international collaborative partnerships. Complementing these resources, the DTE orchestrates a sophisticated series of expert-led workshops and targeted interventions, carefully designed with tiered accessibility – some open to all academic levels, others tailored to meet specific developmental needs. This structured approach ensures precise alignment with the diverse developmental trajectories of academics across research, teaching, and leadership domains. These workshops addressed critical professional development areas, including preparation for NRF rating applications, doctoral thesis completion strategies, and the construction of compelling research and teaching and learning portfolios. Nine intensive writing retreats conducted throughout 2024 engaged 85 participants in focused academic writing. Notably, three faculty-specific retreats yielded auspicious outcomes. These structured writing interventions have generated numerous manuscripts that have already secured publication, are in the process of submission or are positioned for dissemination in other scholarly outputs. The DTE has implemented systematic tracking mechanisms to monitor these scholarly outputs and evaluate their impact on the broader academic landscape.

In a targeted initiative spanning the second semesters of 2023 and 2024, the Division inaugurated individualised NRF rating consultative meetings with specialised rating experts. This initiative attracted 40 AAMP participants from Levels Two and Three, who prepared comprehensively for their January 2024 applications. Participant feedback has been overwhelmingly positive, with expressions of sincere appreciation for the expert guidance received. Building on this success, the Division has expanded its NRF rating support through informational sessions on 'Demystifying the NRF Rating Systems and Process', accessible to all academic levels, including staff who, although not appointed in an academic capacity, provide support to academics, and a more dedicated session on the 'Application process for the NRF rating', supplemented by a year-round availability of personalised consultations.

Career advancement is a definitive measure of AAMP's success, with 65 participants achieving promotions in 2024. This impressive progression includes 37 advancements to associate professor positions, 10 to full professor, and 18 promotions to senior lecturer roles.

The New Generation Academic Programme (nGAP)

The UJ nGAP achieved remarkable milestones in 2024, demonstrating its essential contribution to fostering academic talent and advancement. UJ has hosted 38 nGAP posts since the inception of the nGAP programme, with 17 scholars already completing their six-year programme. Of the 21 active nGAP scholars, 90% are designated candidates and 10% are non-designated, and 52% are female and 48% are male. Applications for Phase Nine of the nGAP have been approved by DHET, with UJ allocated five positions. Recruitment and selection processes for four of the five posts have been finalised and await approval from DHET. In addition, UJ submitted six applications for Phase 10 in June 2024, which are pending approval from DHET.

Four nGAP scholars graduated with their doctorates in 2024, and two scholars received their results for their doctorates and are scheduled to graduate during the 2025 graduation ceremonies. Notably, nGAP scholars are making significant progress in completing their doctorates, with four scholars scheduled to submit their theses in 2025. The DTE continues to support nGAP scholars through coaching, mentoring, and information-sharing sessions.

To support the nGAP scholars' journey, the Division initiated biannual, one-on-one check-in meetings, conducting 42 sessions in 2024. These meetings offered tailored support and guidance, further bolstered by



personalised coaching sessions that have been instrumental in promoting a healthy work-life balance and ensuring scholars remain focused on their objectives.

Assistant Lecturers Programme (AL)

The AL initiative at UJ is a strategic programme 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 talent pool, seamlessly transitioning ALs into permanent positions as vacancies arise due to retirements and resignations. Annually, the programme allocates funding for 100 participants. These assistant lecturers are engaged on a three-year contractual basis, with a standardised annual salary of R250 000.

By November 2024, UJ had successfully filled all 100 allocated positions: 93% were filled by designated candidates, with a gender distribution of 42% male and 58% female. Notably, 98% of the assistant lecturers are South African, aligning with the University's transformation goals.

Since the programme's launch, 60 ALs have transitioned into full-time or fixed-term contract roles within UJ, including three individuals who have advanced as nGAP scholars.

Future Professors Programme (FPP)

UJ is the lead implementer of the FPP Phase Two Programme. This DHET project prepares promising academics to become a new cohort of South African professors. A total of R70 229 574.26 has been allocated for the implementation of the FPP Phase Two over five years. The FPP programme emphasises academic and career advancement, enriching participants through workshops, brown-bag sessions, contact sessions, a leadership programme, and writing retreats. Each participant has seen significant progress with the support of a coach, mentor, and academic advisor.

Each phase comprises several cohorts, each of which runs for two years. Cohort Two of FPP Two commenced in January 2024 with 32 candidates selected from 23 public universities. Of the 32 candidates, 56% are female and 44% are male, with 87,5% designated candidates and 12,5% non-designated candidates. As part of the programme, they completed a baseline situation analysis online survey to establish the intentions and expectations of each participant, to create tailored activities wherever feasible and to gauge participants' standing at the commencement of the programme. The 2024 agenda featured a programme launch in February 2024; nine online brown-bag sessions spread out between February and November 2024, two contact sessions, two leader labs, nine writing retreats, three rounds of one-on-one academic advisor check-ins, and ongoing mentoring and coaching, all designed to support the participants' journey.

Cohort One of FPP Phase 2 had commenced with their programme of activities in November 2021 and culminated in November 2023. The subsequent progress of this cohort of FPP has been impressive and wide-ranging. Highlights from Cohort One include four participants who attained full professorships and 17 who became associate professors. In addition, seven participants obtained or improved their NRF rating. A further three participants have applied and are awaiting the outcomes of the review process. Another achievement from Cohort One participants is the Special Issue of the *South African Journal of Higher Education* Vol 38 No. 5, 2024: Transforming the professoriate in Africa: Contributions/considerations from Future Professors Fellows of the Future Professors Programme. Cohort One is also working on a book project, titled *Preparing the Future Professoriate: Critical Reflections on Higher Education in South Africa*, with editors and contributors from FPP Phase 2 Cohort One Fellows.

UJ received approval from DHET for the third cohort of Phase 2 in September 2024. The call for applications yielded 103 nominations from 26 public universities. After a rigorous shortlisting process, 34 candidates were shortlisted and submitted to DHET for approval. Phase 2, Cohort Three commenced in January 2025 with 34 candidates from 26 public universities. Of the 34 candidates, 53% are female and 47% are male, with 91% designated candidates and 9% non-designated candidates.

The Nurturing Emerging Scholars Programme (NESP)

The NESP at UJ continues to exhibit remarkable advancement in 2024, with several notable achievements reinforcing its status as a cornerstone of academic development. UJ was awarded three new NESP Phase



2.2 scholarships in specialised fields: Sustainable Urban Planning and Development, Anthropology and Development Studies, and Paleo-Science. Two scholars embarked on their three-year academic journeys in May 2024; the third is scheduled to commence in 2025. Of the six active NESP scholars, it is significant to note that 83% are female and 17% are male, and 83% are designated and 17% are non-designated scholars.

UJ submitted three applications for NESP Phase 2.3 in May 2024 and received confirmation at the end of 2024 that all three scholarships had been successfully allocated. These new opportunities in Biochemistry, Biotechnology and Food Technology, and Sociology were advertised in early 2025, with selected candidates expected to commence their comprehensive three-year programme in April/May 2025.

The NESP 2.1 cohort demonstrated exceptional progress, with two of the three scholars completing and submitting their master's dissertations by the end of 2024. These scholars will celebrate their academic accomplishments during the 2025 graduation ceremonies before transitioning to their internship year, while the third scholar is on track to submit in the first half of 2025. Two NESP Phase 1 scholars from UJ attended the DHET Joint UCDP Send-off Colloquium in Gqeberha in October 2024. The event is a celebration of nGAP and NESP scholars engaged in doctoral work.

As part of the 2023/2024 financial year reporting, six NESP audit and narrative reports were compiled and submitted to DHET, reflecting UJ's commitment to transparency and accountability in programme implementation. These reports are essential tools for evaluating the programme's effectiveness and identifying areas for improvement.

Teaching Advancement at Universities (TAU) Programme

After completing TAU Cohorts Four and Five in 2023, the programme expanded, securing funding for additional cohorts. A call for applications was issued, with selected participants beginning the programme in July 2024. The first contact session in Gqeberha hosted over 70 attendees. The TAU Fellows Award, valued at R50 000, was introduced to recognise TAU fellows' outstanding contributions to teaching and learning. The second recipient of the award will be announced early in January 2025.

Leadership development programmes

UJ Young Leaders Development Programme (UJYLDP)

– 'Developing our young leaders today ... for tomorrow'

The UJ Youth Leadership Development Programme (UJYLDP) is a six-month SLP aimed at helping young leaders to develop a basic understanding of what it takes to be a masterful leader. The programme provides young leaders with leadership skills required at various levels of work, focusing on shaping character, a caring nature, competence, and commitment towards UJ. UJ's Transformation Unit sponsored selected student and staff leaders to participate in the UJYLDP in 2024; a total of 42 programme participants graduated in 2024. Optimal programme impact was made through unique programme features, such as coaching during each programme phase. Each graduate has been encouraged to deploy the skills obtained in their functional areas/business units, to pay their programme benefits forward.

UJ Women in Leadership Development Programme (UJWLDP)

The purpose of the UJ Women's Leadership Programme (UJWLDP) is to provide a platform for senior support staff and academics to turn their professional intent into personal impact so that they can thrive at work and in life. Launched in 2016, each programme cohort consists of a diverse group of women from various faculties and different race groups, age cohorts and employment tenure at UJ. UJ's Transformation Unit kindly sponsored selected UJ staff leaders to participate in the WLDP in 2024. A total of 21 programme participants graduated with certification from the UJWLDP in 2024.

Executive Leadership Development Programme for Universities (ELDPU)

The Executive Leadership Development for Universities Programme (ELDU) is designed to provide personal and professional leadership skills for executive leaders so that they are equipped to function at their required level of work effectively and efficiently within their organisational context. The Johannesburg Business School was proud to graduate eight students from across the university spectrum from the programme by year end 2024. All the candidates have committed to applying their learnings to their portfolios as they rise through the ranks in executive leadership at UJ.



Transforming UJ's culture

UJ ethics projects

In 2024, UJ's Ethics Unit was established to enhance the institution's impact by upholding high standards of ethical corporate governance, particularly in business ethics management and policy development. The Unit is staffed by an ethics officer.

A robust ethics management framework, adapted from the Ethics Institute, was drafted and approved by the Human Resources Social and Ethics Committee (HRSEC). This framework, along with its accompanying implementation plan, outlines various strategic and operational initiatives to guide workplace conduct and behaviour within UJ. A university-wide ethics perception survey was conducted in October 2024. Quarterly ethics reports were submitted to MEC and HRSEC to ensure consistent oversight and evaluation.

While projects (such as an Ethics Risk and Opportunity Assessment) will commence in 2025, planning and scoping has been undertaken. Policies have been drafted and are currently under consultation (a Policy on Ethics; a Code of Ethical Conduct; a Policy on Accepting and Receiving Gifts and Benefits). Annual staff Conflict of Interest Declarations continue to be refined. Ethics Awareness and Training has been conducted with the Postgraduate School, Assessment Department, and HCM Business Partners.

GBV and gender equity

The ninth pillar of the Transformation Policy targets gender equity – addressing inequalities and promoting equity through gender imperatives, ending gender-based violence and creating a safe environment for all. Sadly, this target remains a necessity as, despite our long-standing efforts, gender-based violence continues to remain a scourge on campus, as in the wider society.

UJ has an unwavering stance of zero tolerance to gender-based violence (GBV). In 2024, UJ recorded 36 cases related to GBV, including four cases of bullying, 16 cases of sexual harassment, and 16 cases of rape or sexual assault. Some of these cases have been concluded, while others are still being processed through the disciplinary committee.

An online GBV reporting platform has been developed, to allow survivors, victims, and witnesses to report incidents anonymously, while ensuring the retention of critical information. This tool will officially launch in 2025, complementing UJ's broader efforts to combat GBV and promote safety and equity within the University.

UJ has introduced a comprehensive GBV E-Learning Module to address the persistent issue of gender-based violence within the university environment. In-person and online training sessions have been conducted, with approximately 1 200 staff members trained to date. The goal of this initiative is to raise awareness about the complexities of GBV, providing participants with the necessary knowledge and practical skills to identify, address, and prevent GBV incidents in the workplace and campus settings. By fostering greater awareness and understanding, the e-learning module contributes to creating a safe, inclusive environment free from violence, harassment, and discrimination. Campaigns to raise awareness of GBV included the 365 Days of Activism Against GBV and a Human Trafficking Awareness Campaign in February 2024.

In addition, the Transformation Unit rolled out residence-based workshops aimed at raising awareness about GBV across the four campuses. These workshops were specifically tailored to address how GBV manifests within the context of university residences, classrooms, and social spaces. The focus was on equipping students with the knowledge to prevent, recognise, and report GBV incidents, thereby empowering them to act when necessary. These sessions were well-received, with students acknowledging their value in contributing to a campus culture that is safe and free from all forms of violations.

MAINTAINING AN OPTIMAL WORK ENVIRONMENT FOR STAFF

Staff health and wellness

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



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

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements and safety meetings, and by the risk registers of Facilities Management and the Occupational Safety Department. During 2024, considerable work was undertaken in addressing occupational safety risks. Further details can be found in Section Eight of this Annual Report.

Moving beyond occupational health and safety, HCM offers a UJ Employee Wellness Programme, which focuses on promoting, improving, and optimising the health, well-being, and high performance of UJ employees. Some of the services are outsourced to an external service provider, and other services are rendered internally by the HCM Wellness team. In 2024, HCM appointed a new wellness service provider (Lyra South Africa) and together with the wellness team, implemented a comprehensive range of employee wellness interventions to foster a healthy and supportive work environment. These initiatives were designed to address various facets of well-being: wellness information sessions; substance abuse and gambling; line manager training and line manager well-being seminars; well-being and work-life balance programmes; disability matters; wellness screening for lifestyle diseases; psychosocial interventions; and financial management and awareness.

MAINTAINING AN OPTIMAL LEARNING ENVIRONMENT AND STUDENT EXPERIENCE

Enhancements in student life-cycle management

Applications and selections

The Division of Central Academic Administration has become well-known nationally for its leadership in the innovative application of technology to student administration. In the following, new developments are highlighted.

Promotion of the online application system through the 'No application fees and no walk-ins' campaigns has resulted in almost 100% electronic applications. Although the total number of applicants has grown over the last seven years, from 145 000 in 2018 to more than 340 000 in 2024, CAA has managed to accommodate the increases extremely well using technology to drive business processes and automate selection decisions.

Over the past years, the Student Enrolment Centre (SEC) has enhanced the undergraduate application process to make it more seamless, user-friendly, and efficient than ever before. Our intuitive online platform guides applicants with prescreening in real-time against their Grade 11/12 results, while they complete the online application. The prescreening functionality helps applicants make an informed decision by indicating whether the applicant already meets the minimum requirements or warns them if they do not qualify and therefore need to either improve their marks or choose a different programme. Combined with the selection letters that indicate the average admissions score for the selected programme in the previous year, applicants can determine whether they have a realistic chance of being admitted or whether they need to improve their results in their final Grade 12 exams. All major selection category letters have now also been translated into the additional three UJ languages (IsiZulu, Sesotho sa Leboa, and Afrikaans) to aid applicants in better understanding the selection process, their current application status, as well as what is required of them going forward.

The fully automated selection process that has been implemented for undergraduate applicants informs applicants of their application status within 24 hours of submitting their application, allowing for a more effective, smooth, and timely selection process. This same process has now also been rolled out to most of the non-subsidised programmes, reducing the workload in faculties/departments.

The system functionality, developed by SEC two years ago to automatically recalculate applicants' endorsements in cases where an applicant has multiple matric sittings, has now also been enhanced to calculate endorsements in cases where no endorsement was allocated by the Department of Basic Education



(DBE). This functionality allows UJ to recalculate the new endorsement based on the DBE policy framework on behalf of the Department. This enhancement will allow for a much quicker selection process in January and will eliminate the need for applicants to submit their matric certificates to UJ for processing, reducing the turnaround time of selections as well as the number of documents that need to be processed by biographics staff. This also means applicants no longer risk being unable to register in January due to incomplete data received from DBE.

SEC has also embarked on an initiative with DHET to verify whether applicants have studied with another institution, reducing the risk of applicants being registered as first-time entering students incorrectly in cases where they had omitted to declare their previous studies. From the 200 000 records submitted to DHET, SEC was able to identify 8 000 applicants who did not declare previous studies, thereby allowing the University to contact the applicant for them to submit the relevant academic record from their previous institution(s) for processing.

As usual, to mitigate any potential risks related to late applications/walk-ins, the University opted not to allow any physical walk-ins during the week following the release of the Grade 12 results. Owing to the later-than-usual release of Grade 12 results in 2024 (by approximately two weeks), these mitigating actions were in place from 19 January. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform applicants that no walk-ins would be allowed on any campus during the registration period.

In 2024, CAA implemented a completely new application management solution. With a major redesign of the Perceptive Content workflow design where applications are managed, the processing of applications has now been changed to allow faculties and selectors to query their own applications at any stage during the selection process, giving more flexibility and control to staff processing applications.

The system also boasts better capabilities in terms of updating information from the Student Information System, improved security with enhanced log files, and document management within the application folder. This has minimised the risk of misplaced and unprocessed applications and enhanced their retrieval. This improved system has increased productivity and accuracy, reduced turnaround time, and enabled a smoother and faster experience for both applicants and staff.

CAA's WhatsApp chatbot

In an innovation designed to further bridge the gap between applicants, students, and the University, the chatbot was also integrated within WhatsApp, offering applicants and students instant answers to most questions they may have, 24 hours a day. With a total of 89 952 queries being handled through the WhatsApp method of communication by the chatbot during registration, WhatsApp was able to alleviate the need for physical agents, while also extending the reach of personal communication to students and applicants. During the 2024 applications and registration period, the University relied on the chatbot (MoUJi) to assist through several communication channels (e.g. WhatsApp, website, social media) with general enquires, with a total of 176 455 queries being answered in January and February of 2024.

MoUJi (now supported through WhatsApp) has been integrated with the University's Student Information System to offer applicants and students a self-service option and a more personalised experience. MoUJi can, therefore, provide applicants or students with answers to general questions, ranging from application, registration, finance, to residence information. In addition, students can verify personal information, such as contact details, view academic and residence admission statuses, access class or assessment timetables, assessment results, financial statements, and graduation information. Applicants can even reset their login PIN themselves without having to phone the contact centre for assistance.

By launching the WhatsApp chatbot, the University took a bold step towards harnessing the power of modern communication tools to elevate support for online enquiries, marking another stride in CAA's journey of embracing innovative technology to support our community and students.

Between 15 and 18 January, CAA completed the process of reviewing the admission statuses of all applicants for the available 10 504 first-year undergraduate places, based on their final Grade 12 results. The Grade 12



results were officially released on 19 January at all schools. On the morning of 19 January, every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. Applicants were not required to visit any campus or submit any documentation to verify their final admission status. CAA also released more than 400 000 admission letters (first and second choices) to all the applicants during this time.

The Late Enquiry System was available to anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme. This system was made available from 19 January for six days. In total, 261 825 people utilised this system, with 29 351 being able to log a formal inquiry via our online system, compared to 289 538 users last year, of whom 31 327 were able to log an inquiry.

Registrations

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing for registrations in 2024. Comprehensive risk mitigation strategies were established for registration, focusing on online services. Strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January. Simultaneously, adequate support was ensured for entrants wishing to submit late applications, register online and off-site, and have queries attended to.

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

From 19 January security vetting marquee directed legitimate enquiries onto campus for assistance. This is required in some instances where queries cannot be resolved via the Call Centre, online chat facility or chatbot (e.g. international clearances, residence registrations, and first-year students collecting student cards). All accepted applicants and returning students were informed that no facilities would be available on campus for assisted registrations. During registrations, the call centre (with 60 additional temporary agents) assisted with more than 55 757 calls compared to 74 359 in 2023. This reduction in calls can be attributed to the impact of the WhatsApp chatbot.

Registrations opened for senior (or continuing) and postgraduate students on 15 January and for first-year students on 20 January. Academic activities commenced on 12 February for both first-year and senior students.

The traditional methods of identity verification, such as sending in a copy of your ID document or submitting a certified copy for manual checks, are not infallible and can be susceptible to fraudulent activities. To ensure security and fraud-resistant registration processes, UJ piloted on a small scale the integration of facial recognition technology into its registration process. This initiative marked the institution as the first in South Africa to employ facial recognition as a means of identity verification during the registration process.

In 2025, this technology will be fully implemented through uLink for all the new students, ensuring that the person registering is indeed who they claim to be.

Technology to optimise timetables and assessments

The CELCAT scheduling system, which has been utilised for optimising lecturing timetables on all campuses on a rotational basis over several years, was again utilised to re-optimize the APK lecturing timetable for 2025. However, this project had to be extended by a year, due to excessive timetable related constraints, the chief of which was curriculum complexity, i.e. there are too many curricula with too many choices for elective modules. Policy rules regarding faculty groupings will also be more strictly enforced going forward.

The new project to publish students' personalised assessment (semester test/continuous assessment) timetables via uLink, was rolled out as a pilot project in the second semester of 2024. Students are making use of the new functionality. Full rollout, including utilising the new business process and application form for test



date changes, will happen in the first semester of 2025. The Policy on Timetable Construction was amended in May 2024 to make provision for the new business process and was approved by Senate.

The Assessment Department started with the process of digitising the printing job card process. This will replace the manual process of writing out the printing job cards (e.g. looking up the number of students registered for a module and then completing the job card) for the printer operator to photocopy the assessment papers.

The Assessment Department also developed an online booking system for all academics to use to view their printed assessment papers. Academics can choose the date, time, and campus available in the diary of the responsible assessment officer for this purpose. The booking is then slotted into their Outlook calendar, and they can proceed to get the assessment paper ready for viewing on the specific date and time.

A new exam banner report was developed to coordinate and manage the printing of examination papers, reducing the process significantly. With the new exam banner format in place, the Assessment Department can filter according to upload or not upload status, to follow up on modules that have been not printed. The result was that the examination paper printing was completed within a shorter time frame allowing more time for the quality control process before the exams commenced. To make sure a student is who they claim to be, the Assessment Department conducts random checks during assessments by scanning the student card and verifying it by matching the fingerprint to the card using the access control mobile devices. The Assessment Department verified 42% of students writing assessments.

Graduations

The graduation ceremonies for 2024 were organised into three sets. The Autumn series was presented from 27 February to 26 April, comprising 48 ceremonies distributed over nine weeks. The Winter series was presented from 3 May to 19 May, comprising 13 ceremonies distributed over three weeks, and the Summer series was presented from 11 October to 25 October, comprising six ceremonies distributed over a two-week period. Collectively, the University staged 68 graduation ceremonies throughout the year.

A total of 10 731 (9 665 in 2023) students attended graduations (in subsidised programmes) for the Autumn ceremonies, 1 953 for the Winter ceremonies (1 528 in 2023), and 1 053 for the Summer ceremonies (972 in 2023). This aggregates to 13 737 (compared to 12 165 in 2023) students for all the ceremonies.

In 2024, an honorary degree was conferred on the following candidates were by the University in recognition of a remarkable contribution to their field of expertise:

- Mr T Ikalafeng on 19 March for the College of Business and Economics.
- Ms N Gobodo on 4 April for the College of Business and Economics.
- Dr R Kaplinsky on 17 April for the College of Business and Economics.
- Mr P Mosimane on 24 July for the Faculty of Health Sciences.

The transition from printed to digital graduation programmes was successfully completed in 2024, achieving significant cost savings. A QR code link to the digital programmes was piloted during the winter 2024 ceremonies and fully implemented by summer 2024, saving over R700 000 annually. QR codes were emailed to graduates and displayed around the venue and on screens.

In total, 24 587 certificates were printed and published through the digital certificate platform (compared to 20 291 for the previous year) for subsidised and non-subsidised programmes. Digital certificates were also issued for the free online courses presented to the public, and in total 1 219 orders were placed for replacement certificates (compared to 1 145 during the previous year).

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



Student living and learning

Student Accommodation and Residence Life

The Student Accommodation and Residence Life (SARL) Unit ensures that students have access to safe living environments conducive to support academic success and personal development.

In 2023, SARL had a total of 31 UJ-owned residences spread across four campuses with a capacity of 7 145 beds; the majority of these were occupied during the year. In addition to the UJ-owned residences, supplementary beds were provided in the privately owned student accommodation; 633 properties were accredited for students who were not able to secure accommodation in UJ-owned residences, with a total of more than 35 000 beds available. In terms of the Policy on Admission and Placement of Students in Residences, 20% of on-campus residence accommodation is reserved for international students. SARL continued to focus on providing and nurturing a supportive environment for day students through the seven day- houses.

Apart from the provision of accommodation, SARL created an enriching learning and living experience through programmes and services that supported students through the student life cycle, including establishing learning and living communities and promoting a responsible and respectful student culture and ethos. Workshops were offered, focusing on academic ethics and career development, exam preparation and anxiety management and financial literacy.

The residence governance structures consist of the House Committee Council, on which sit the chairpersons of all residence house committees, one for each of the residences and day houses; these form the core of the student governance structures in residences. The 210 house committee members play a leadership role within all UJ residences, both UJ-owned and high-rise privately owned student accommodation. The residence academic advisors (RAAs) in the UJ residences provide support to first-year students; RAAs are senior students who are appointed to assist first-year students with their academic work. These structures were all functional in 2024.

In 2024, other support initiatives for residence students included the piloted collaboration between the privately owned student accommodation (POSA) and an internship programme in the Department of Social Work, for students focusing on social work and community development and leadership. The pilot involved having some students work within POSA residences to offer support to students off-campus as well as ensuring collaborative efforts with internal divisions.

Student Affairs also promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. In total, 396 cases were reported during the 2024 academic year (103 cases fewer than the 499 cases reported in 2023) of which 365 cases were completed, with 31 still pending. Of the 365 completed cases, 320 of those accused were found guilty, with most guilty verdicts for academic misconduct (174 cases). The student disciplinary committee imposed a range of remedial sanctions, ranging from warnings to expulsions from the University for a specified period.

SRC elections were held in October 2024 with a voter turnout of 28%. The elected SRC members were orientated as to their tasks and responsibilities during an induction ceremony on UJ Island in November 2024. They were sworn into office during the February 2025 inauguration.

Extracurricular activities for students

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

In 2024, extraordinary sporty achievements converged with strategic expansion and a deeply rooted commitment to the holistic development of student-athletes. The unique context of 2024 as an Olympic year served as a powerful catalyst, amplifying the stakes and inspiring unparalleled dedication from athletes and coaches alike. Sending Caitlin Rooskrantz as the flag bearer symbolised UJ's commitment to empowering female athletes and achieving international recognition. Lythe Pillay's semi-final appearance highlighted the



University's ability to develop world-class track and field talent. Yane van der Merwe's participation in the Paralympics highlighted UJ's dedication to inclusive sports. Having over 80 athletes represent South Africa internationally confirms UJ's role as an incubator for national talent. This level of participation fosters valuable international exposure for athletes and elevates the University's global standing. At national level, the gold medals in men's football and basketball and the silver medals in women's football and netball, with only narrow losses, underscored the effectiveness of UJ's training programmes and coaching staff.

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

In 2024, the Division's extracurricular programme included UJ Choir, drama classes, a photography club, ballet, afro fusion and contemporary dance classes, poetry classes, workshops, and slam competitions. Within the Division, Arts Academy activities culminated in a week-long year-end showcase attended by family, friends, and the public. The Division offered 15 masterclasses and workshops, presented a student poetry production, arranged student performances for ten UJ events and undertook two student excursions. In addition to 18 performances at graduation ceremonies, UJ Choir presented 17 concerts attended by approximately 6 000 audience members and released three albums that were streamed 510 512 times during the year.

The student production '(R)evolution of Words' celebrated the South African poetry canon while integrating contemporary voices that reflected and challenged the modern zeitgeist. The production bridged traditional and modern perspectives, offering a holistic exploration of poetic expression relevant to Grade 11 and 12 curricula while resonating with broader audiences. The production set out to inspire an appreciation for poetry among students and school learners, highlighting the relevance of poetry in contemporary discourse and provide an engaging educational experience by integrating performance with curricular content. The show's visual components included shadow play, using bodies, books as props, and musical instruments, analogue projection, and instruments as furniture. The production was performed by eight Arts Academy students at the Poetry Africa International Festival in Johannesburg and Durban, at the Albert Luthuli Art Centre in Durban, and during the UJ Arts Academy Showcase.

A qualification must lead to employment

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

In June 2024, the team hosted a virtual Career Bootcamp, during which ten external companies and one Career Services representative presented topics on preparation for the world of work; 343 logins were recorded. The Career Services team also hosted four on-campus Career Fairs, for Law, Commerce (CBE), STEM faculties, and a General Career Fair. The PsyCaD Career Fairs, in which 87 companies participated, provide potential employers with the opportunity to meet and recruit many UJ students from various faculties. Student attendance at the on-campus fairs increased from 4 150 in 2023 to 4 348 in 2024, with attendance now almost in line with pre-COVID numbers. In addition, company highlights allowed single companies to highlight and advertise various job opportunities to UJ students. These showcases are held on specific days, with recruiters interviewing UJ students for job placements. During 2024, the Career Services team hosted 187 companies/organisations on campus.

In addition, the Career Services Unit offers the UJ Career Wiz online job portal, which was created for UJ and is managed by UJ Career Services staff. Career Services also supports several external online job portals. All portals are used to create awareness of recruitment opportunities for UJ students. Mass email services, social media postings, and the PsyCaD website are used to inform students and recruiters about the services of the Career Services Unit. In 2023, 13 466 students and 443 companies registered on the CareerWiz platform, which increased significantly to 18 713 students and 537 companies in 2024.



Support for student health and wellness

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

Centre for Student Health and Wellness

The strategic objective of an 'enriching student-friendly learning and living environment' remains the Centre's guiding principle. Essential health services, including emergency care and contraceptive provision, ensure the consistent delivery of student support. The daily operations of the Centre are managed by primary healthcare nurse practitioners (PHCNPs), who are supported by sessional medical doctors. When necessary, students are referred to public and private healthcare facilities in the vicinity of the campus. Clinic premises are shared with the Occupational Health Practice (OHP), enabling collaboration and resource-sharing between the two entities.

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

In 2024, a total of 21 795 consultations were conducted across four campuses. Female students accounted for 89% of the consultations, while male participation remained low at 2 507, highlighting the need for a men's health programme. Gynaecological cases became more common, surpassing ear, nose, and throat infections in number. Contraceptive services made up 40% of total consultations, supported by extended walk-in hours and a stable supply of medicines from the Department of Health. In total, 1 687 pregnancy tests were conducted (40% fewer than in 2023), with 201 positive results; 102 individuals opted for termination and were referred for psychological support, while those continuing their pregnancies were directed to local clinics for antenatal care. Mental health cases increased, with more students referred to doctors, particularly via PsyCaD.

The Centre's ongoing expansion and resilience saw the establishment of new collaborations, the successful implementation of key health campaigns (such as Human Trafficking Awareness, Healthy Campus Drive, World Tuberculosis Day) and a growing interest among students in serving as peer educators.

Support by PsyCaD

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

In 2024, PsyCaD continued to focus on the core areas of student counselling, disability services, and psychosocial support. Twenty-one registered mental health practitioners provided these services, constituting a staff-to-student ratio of approximately 1:2 380.

The increase in the demand for student counselling services continued in 2024, with 22 735 sessions conducted. This continuous increase is in line with national and international student mental health trends, which necessitate finding effective ways of managing student mental health. To ensure an efficient triage system, PsyCaD distinguishes between advisories and therapy. The advisory system (utilised by 8 600 students in 2024) enables students to approach any PsyCaD offices on any of the four campuses without making a prior appointment. During these 30-minute sessions, the mental health professionals screen the students and make recommendations for further interventions, which may be either referral to the psychologists for further therapy or to the social workers for psychosocial support. In terms of the distribution of services provided by PsyCaD, therapy is the most utilised, followed by advisory and remote therapy services.

Prompt response to crisis situations is offered by the PsyCaD crisis line, which operates 24/7. We collaborate closely with Protection Services and Student Affairs to manage any incidents. Of the 682 crisis line calls, 45 were suicide related. A further 23 students were assisted with hospital admission for psychiatric assessment. A residence psychologist is now available on campus after hours to attend to 24/7 crisis-related incidents in the residences.

To address the increasing demand for psychosocial support, four social workers assist students in coping with adverse life events and a lack of basic amenities. A Social Work internship programme was also started



in 2024, with three fourth-year, four third-year and five first-year students doing their practicum (WIL) under social worker supervision. Initiatives such as informal and formal clothing and food drives ensure that there are clothing and food banks from which students can be assisted (e.g. the closet database, the Care for a Friend campaign.)

The Disability Unit (DU) fosters an inclusive and equitable learning environment that seeks to provide students with disabilities with the support they need to be independent learners. The Unit provides support to students with a wide range of disabilities, including learning disorders and mental health difficulties. Services include early orientation and welcome programmes, needs assessment, exam accommodations (e.g. a smaller exam venue or extra time), classroom accommodations (e.g. provision of lecture slides), assistive technologies (e.g. use of a recording device), and liaison with faculties. At the beginning of 2024, 394 students declared their disabilities, though it is likely that not all students disclose disabilities.

Student safety and security

Student safety and security is paramount to a positive student experience, and UJ Protection Services is constantly on the alert to respond to any incidents, both on and off campus, and to ensure that academic activities can continue uninterrupted. However, crime remains a challenge. In total, 662 incidents were reported during 2024, both on and off campus. The investigation into these reports resulted in sanctions against eight employees and 56 students. Over 320 incidents of theft were reported; of these, 270 were reported to have been committed on campus, while 53 were committed off campus. Unlawful possession or use of drugs on campus emerged as a significant concern for Protection Services during 2024. A total of 62 incidents were reported, all of which occurred on campus.

Crime off campus, especially common robbery, remained a major concern during 2024, with a total of 43 incidents of common robbery off campus reported to Protection Services during this period. This increase in incidents could be due to factors such as students being more vulnerable in off-campus areas, insufficient security, and possible socioeconomic challenges in the surrounding community. Protection Services continues to work on addressing these issues to help reduce such crimes in the future.

Especially beneficial in this regard has been the City Improvement District (CID) project initiated in the precincts around DFC Campus in late 2020. (The project included deployment of private security officers to patrol the DFC-CID area, the optimisation of safe route patrol vehicles, and the deployment of a cleaning team to ensure that the area is cleaned and to report any municipal management issues, e.g. defective lights, potholes, running water, and lack of waste collection.) The CID project has since been expanded to some areas around Auckland Park Campus. This project is ongoing; in 2024 Protection Services completed the appointment of a service provider for three years to manage the CID at DFC and expand services to the other campuses. The appointed service provider is Urban Space Management, which deployed urban rangers from the start of November 2024 to ensure the upkeep of the areas surrounding the campus.

During 2024, Protection Services conducted 17 safety awareness campaigns across multiple platforms, issuing pamphlets in person and utilising UJFM, UJTV, and social media. The topics focused on a range of issues, including robberies, GBV, human trafficking and how to report incidents to both Protection Services and the South African Police Service. Protection Services also completed the appointment of a private fire service provider for two years, to supplement its fire suppression activities, which significantly increased its capability to respond to fire incidents in view of the continued resource challenges experienced by the City of Johannesburg's Emergency Management Services.

MONITORING STUDENT EXPERIENCE AND EMPLOYABILITY: INSTITUTIONAL RESEARCH

Annual student experience surveys conducted among undergraduate and postgraduate students and a graduate employability survey all provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. Given the more than 11 000 responses to the Undergraduate Student Experience Survey, it was possible to produce reports for each faculty and for eight areas in the support sector as well as an institutional level report. The number of surveys undertaken was increased to



include surveys of both previously registered undergraduate and postgraduate students who did not return in 2024 to understand the reasons why they had dropped out; and an employer survey to determine employers' levels of satisfaction with UJ graduates. A selection of the results of some of the surveys is presented below.

2024 Undergraduate Experience Survey

The results of the 2024 Undergraduate Experience Survey, with 11 793 responses, indicated high levels of satisfaction with teaching and learning at UJ, given that the overall satisfaction score was 88,8%. Approximately 95% of the respondents agreed that their lecturers were excellent in the following respects: well-prepared for their lectures (95,2%), that they consulted with students during the advertised times (95,5%), that they use relevant examples (94,8%) and that they were helpful (94,5%). There were similarly high levels of agreement on almost all items relating to learning material and content, with 93,7% agreeing the assessments adequately test what students were supposed to learn in their programmes. Students indicated that their overall experience of UJ was very positive, with 90,9% agreeing that they feel they belong at UJ, and 90,5% saying that they feel their education and well-being was a priority at UJ. Despite the transition from one learning management system (LMS) to another, 84% agreed that the learning context for all their modules was up to date on Moodle. Of concern is that 29,1% of students (relative to 30,9% in 2023), had at some stage considered dropping out of university, mostly because they were not coping with the workload or had had personal problems.

2024 Postgraduate Experience Survey

There were positive results from the Postgraduate Experience Survey, where the overall satisfaction score in relation to research in 2024 was 86,8%, an increase from 85,9% in 2023. A similar proportion noted that they had experienced a productive student-supervisor relationship, with 76,9% indicating that they had had a supervisor allocated within a month of registration and 85,8% noting that they communicated with their supervisors at least monthly. UJ was the first-choice university for 82,7% of the respondents. Of the doctoral respondents, 93% were being encouraged to publish research papers from their theses. Of the 67,1% studying and working simultaneously, 87,8% indicated that they worked full-time, with the main reason for being employed being the need to provide financial support to their families. While 44% of the respondents stated that they were self-funded, another 39,4% were funded by a bursary or scholarship, with UJ being the biggest other contributor to their tuition fees at 44,9%.

2024 Graduate Employability Survey

Of the respondents from the 2024 survey, 48,8% were employed, an increase from the 47,3% of the previous year, and the 44,6% of 2022, while the proportion studying further was 16,6%. Of those employed, 88,6% had found employment within 12 months of completing their studies. Of those with doctoral degrees, 94,7% had secured employment within 12 months (an increase from 89,7% in 2023). Of the employed respondents, 50,3% had full-time contracts, 80,8% indicated that they were satisfied with their jobs, and 66,6% were employed in an industry similar to their field of study. The results also indicated that of those who were employed, 67,1% had had a job during their studies, while for those not in employment, only 35% had worked during their studies.

The most common methods of finding jobs were through social media platforms (19,8%) and personal contacts (11,8%). The main reasons for being unemployed were indicated as the lack of employment opportunities in their field of study (42,4%) and lacking the required work experience (35,2%). Of the employed respondents, 92,7% indicated that their studies at UJ had prepared them well for the workplace.

2024 previously registered student surveys, UG and PG

For the undergraduate students who had not returned to complete their studies, 67,1% indicated that the main reason was related to funding problems (with 10,6% having enrolled at another higher education institution), while for postgraduates, lack of funding was the main reason for 59,5%, and work commitments for 7,4%. Of the undergraduates who had not returned, 42,8% said that they were owing the university more than R20 000. Of the postgraduates, 56% indicated that they would like to come back to complete their studies, with 52,3% of undergraduates echoing that sentiment. The type of support needed to return to UJ was overwhelmingly financial in nature.



2024 Employer Survey

The Employer Survey was reintroduced in 2023, and for 2024, 42 company representatives completed it. Of those, 85% agreed that UJ graduates came prepared with an adequate level of educational knowledge required for the jobs in which they were employed.

INFRASTRUCTURE FOR EXCELLENCE IN RESEARCH AS WELL AS TEACHING AND LEARNING

Information Communication Systems

The Information Communication Systems (ICS) Division is the internal information and communication technology (ICT) service provider to UJ and the institution's central ICT Division. The Division achieved significant milestones in 2024, reflecting its commitment to innovation, operational excellence, and digital transformation. Guided by the UJ ICT 2024-2029 strategy and the security strategy, ICS has positioned itself as a critical enabler of the University's academic and administrative goals, aligning its efforts with the UJ Strategic Plan 2035.

The significant accomplishments in 2024 included the following infrastructure upgrades.

- Comprehensive Wi-Fi upgrades across student residences and four campuses were completed, increasing fibre capacity tenfold from 1Gbps to 10Gbps and ensuring uninterrupted connectivity through direct fibre connections with backup power solutions.
- Audiovisual infrastructure in teaching venues was enhanced, introducing hybrid learning capabilities through the integration of unified communication (UC) technologies and remote management tools.
- UJ's network infrastructure was recabled, replacing outdated copper cabling and optimising fibre installations across multiple campuses to improve connectivity stability and performance.

Data-driven solutions included the following:

- The implementation of business intelligence was advanced, enabling self-service analytics and deploying dashboards for critical modules. The project has empowered users to create interactive reports, fostering a data-informed culture within the University.
- Enhanced data synchronisation improved efficiency in timetabling and academic scheduling.
- An automated process was introduced to rectify NULL matric endorsements, reducing incorrect rejections of applications.

Cybersecurity was strengthened, as follows:

- Vulnerability assessments and penetration testing were conducted to evaluate and enhance the security of UJ's IT environment, complemented by annual incident response drills, such as ransomware simulations and phishing exercises.
- UJ transitioned to a more scalable and cost-effective security information and event management (SIEM) solution, addressing scalability challenges while significantly improving real-time log processing, reducing costs, and enhancing threat detection capabilities.
- Mobile Application Management (MAM) and Mobile Device Management (MDM) initiatives were implemented to enhance security for mobile device usage across the University ecosystem.
- An internal cybersecurity compliance assessment was conducted in preparation for the 2025 Cybercrimes Act compliance monitoring initiative.

Considerable attention was paid to skills development of members of ICS:

- Participants of the 'Earn Your Wings' programme were successfully graduated, equipping employees with industry-recognized certifications and hands-on IT experience.
- ICS participated in targeted leadership development initiatives, including the UJ Women in Leadership programme, fostering diversity and building a pipeline of capable leaders.
- Training programmes were expanded by integrating LinkedIn Learning certifications into employee performance contracts and providing study concessions for UJ-endorsed degree programmes.

ICS further aligned its efforts with the evolving needs of the sector, addressing key challenges, such as resource constraints, legacy systems, and digital equity. Its initiatives have supported hybrid learning models,



enhanced accessibility, and improved service delivery, ensuring technology remains an enabler of academic and administrative success.

Looking ahead, ICS is focused on expanding inclusive digital access through AI-driven staff and student support systems and intelligent automation, particularly in blended learning environments. By prioritising accessibility for all students, including those with disabilities, and fostering a culture of continuous learning, ICS is committed to shaping a technology-driven, student-centred university experience. With a clear vision and strategic alignment to institutional goals, ICS remains dedicated to driving impactful innovation that empowers students, staff, and the broader academic community.

The UJ Library and Information Centre (LIC)

The key role of the LIC at UJ in supporting student throughput was confirmed by the results of 2024 student satisfaction survey, which indicated that the students at UJ experience the LIC as one of the most important contributors to their overall academic success.

Training in Digital and Information Literacy saw a massively increased uptake in 2024, to over 40 000 students. Over the last few years, the LIC has moved away from just training for information literacy to incorporating digital literacy into their modules. Digital literacy refers to how people find information on various digital platforms, and not just how to find information in a library catalogue. An especially important component to this training is helping students to identify fake and false news/information and to assess the quality, relevance, and value of the information they find. Over 6 500 students participated in the short learning programmes in DIL, which were offered online. In addition, many students came first to various computer literacy training programmes offered by the librarians and then participated in DIL training workshops able to work effectively on the LIC databases. From the student survey, 94,7% of the undergraduate students reported that they found these training sessions helpful for their studies.

The numbers of participating postgraduate students also expanded greatly. Among the postgraduate cohort, 94,2% reported that the LIC training sessions and workshops were helpful for their research. One of the reasons that postgraduate training increased so considerably was due to training on the new referencing system EndNote.

An area that the LIC needs to improve on is the LIC website, which only 80,2% of students found easily accessible.

During 2024, the Teaching and Learning Librarian, Dr Elize du Toit, developed a short learning programme teaching students how to use GenAI ethically and effectively in their research. At the end of 2024, she used the programme to teach librarians how to embed GenAI training into their DIL training. In 2025, this programme will be developed into an online SLP for students at UJ and will be used to teach librarians at other universities how to teach GenAI in their overall DIL training courses.

To further support research, a key focus of the LIC in 2024 was developing an online Digital Scholarship Hub. The Hub was launched in September 2024 and offers a suite of GenAI platforms for postgraduate students, researchers, and academic staff. Through these platforms scholars can enhance their research in three essential ways. First, platforms like Scopus AI make it possible for researchers to search through large volumes of published information and develop summaries of the findings in articles according to their specifications. Half of those working on the platforms used them for this purpose. Second, these platforms enable researchers to ask questions and enhance their understanding of what they are reading. This was the most popular tool among all the GenAI platforms used by UJ students and staff, with 94% of the postgraduate students using GenAI to help them understand and comprehend the readings they had found. Third, these platforms offer users help in improving their writing, and this functionality was used by 62% of the users. In 2025, the LIC will be offering extensive training to postgraduate students, academic staff, and researchers on how to use GenAI platforms to enhance the quality of their research and the speed with which they are able to publish.

Linked to the Digital Scholarship Hub is the Atlas TI qualitative research analysis tool and the Virtual Reality Lab. During 2024, the LIC made 100 Atlas TI licences available to postgraduate students and staff and began to offer the first Atlas TI training workshops to postgraduate students. These workshops have been enthusiastically taken up by students and many more are planned for 2025. The Virtual Reality Lab, which had



been a small room in the APB Library, was established in 2024, and the Lab will be officially launched in 2025. The official launch will be an opportunity to explain in more detail to the UJ community the value of a Virtual Reality Lab in the research and education spaces. The Virtual Reality Lab will offer an exciting new avenue for teaching, learning and research, using insights from UJ research to develop new virtual learning experiences for students so that they can immerse themselves in learning. These experiences will enable students to be immersed in learning experiences, which, in the physical world, would be dangerous or impossible for ethical reasons, such as in emergency medicine and mining.

In 2024, the LIC moved to the referencing platform EndNote. The move was successfully managed and facilitated by the LIC EndNote task team who gave extensive training to students and academics. The team also helped academics move their references from other referencing systems onto EndNote. EndNote has several impressive functionalities not offered by other referencing platforms and has an AI function at the backend, which enables it to find articles, books, and other material for researchers.

A key focus of the LIC in 2024 was improving the sustainability of the LIC. In 2024, the LIC had the highest number of uses of resources compared to any previous year (including virtual online visits). As the resource usage was so high, the cost per article or book download or taken out in 2024 was R13,74, which is the lowest it has ever been. Part of this success was due to the LIC purchasing materials that are relevant to users and then regularly used by students and staff. In 2024, the LIC introduced a Sustainable Collection Development task team to investigate all the resources bought by LIC, which resources were used and the return on investment of all the resources. Through this process, the LIC was able to achieve a zero per cent increase in the 2025 resource budget. The process also resulted in a further saving of R12 million, which has been allocated to article processing costs across the faculties in 2025.

A further priority within the sustainability of the LIC and research support has been to promote open science. During 2024, the librarians ran a variety of workshops and initiatives to make researchers aware of all the journals with which UJ has a transformative agreement. In 2024, the LIC saved the University R32 881 397 through transformative agreements, agreements that promote open science and make articles freely available to readers worldwide. This is made possible because the LIC negotiates agreements with publishers and pays the publishers a nominal fee upfront, which allows researchers at UJ to publish in the journals covered by transformative agreements at no cost to the authors. With the focus on promoting open science, the Research Data Management site grew from 2 300 data sets in 2023 to 12 247 data sets in 2024. The user numbers also grew from 3 413 users in 2023 to 61 129 users in 2024.

OPTIMAL CAMPUS FACILITIES

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

Main risks during 2024 remained the high stages of load shedding and associated water restrictions, requiring a concerted effort to strategise and have available plans to ensure power and water resilience

To ensure water resilience, plans were put in place for a 48-hour backup supply on each campus. Construction started on APK in 2024 with completion anticipated early in 2025; construction of APB, SWC and DFC water storage tanks has been planned for 2025. On APB, a grey water recycling project was initiated at Ndlovukazi and Horizon student residences. All technical specifications were also developed to expand the grey water treatment projects to other high-rise residences, where the system is most efficient, on APK and DFC in 2025. The University also invested in two additional water trucks, increasing the fleet to five, in an effort to reduce reliance on externally procured water during water outages. This initiative resulted in a 50% cost-saving reduction on sourcing water, compared to the previous year.

As regards electricity resilience, the following initiatives have been put in place. Frequent cable theft that causes long electricity interruptions at the Soweto Campus operations is being addressed via the installation of two 1.5 MVA diesel generators scheduled for switch-on in June 2025. By the end of 2024, the feasibility



study had been completed for a gas generator on APB Campus, including the power grid stability analysis. Once complete, the electricity supply on the campus will be completely provided for by a gas-powered electricity plant.

The 2023 UJ Energy Plan submitted to DHET had been updated and the annual updated version provided to DHET for their records. The plan includes all projects and measures that UJ is implementing to mitigate power interruptions and reduce carbon emissions.

UJ continued with the programme of incrementally growing its PV power generation. At the end of 2024, UJ reached the 2.25MWp solar PV generation milestone. Further plants are being tendered for, which will bring UJ solar PV power production to 4MWp by the end of 2025. A contractor was appointed in 2024 for the full supplemental power supply solution for the Soweto Campus to address the much higher rate of power interruptions on SWC.

Despite load shedding, electricity disruptions by City Power and extensive water cuts, no time for academic activity was lost due to the mitigations that were put in place by Facility Management; at the same time, expenditure was reduced.

As regards property management, UJ on Stanley, formerly known as the Atrium Building, was transferred to UJ at the end of 2023. After repurposing, the building is now occupied mainly by support departments: ICS, HCM, Finance and some postdoctoral research fellows (PDRFs). The UJ Island development process started in 2024 with a service provider awarded a tender for redesign. Designs were concluded in September 2024. With the right authorisation, the development will begin in 2025.

Space planning and allocation is supported through a Space Allocation Committee under the Division's Executive Director, which assists with consolidated management of all space requests and allocations, in line with DHET guidelines in terms of space use. The Building Space Management Policy is also under review for finalisation and approval during 2025.

The Maintenance Service Desk uses the computerised maintenance management system Archibus to manage both Reactive (unplanned) on-demand maintenance and scheduled preventative maintenance. For on-demand maintenance, 32 889 requests were logged in 2024 and the response times monitored through its service-level performance score. The maintenance team received a Maintenance Award at the 2024 Higher Education Facilities Maintenance Association (HEFMA) Conference for the manner it has addressed the maintenance work done via Archibus.

In December 2023 and in 2024, Maintenance Management started with the renovation of the institution's residences. This was informed by the assessments of all 35 residences done in 2023. Ten residences had been renovated by January 2025.

With UJ's spread-out campuses, student transport between campuses is essential; and the introduction of electric vehicle buses is now ongoing. The Logistics Department first purchased two electric vehicle (EV) buses in 2023, within the total fleet of 17 buses used in transporting students. The 15 diesel buses are currently not owned by UJ; in terms of the agreement between UJ and the intercampus bus service supplier, when UJ purchases an EV bus, the supplier will de-fleet a diesel bus and UJ will receive an operational discount. In September 2024, UJ purchased two additional EV buses, which are due for delivery in March 2025. This will leave 13 remaining diesel buses targeted for replacement within five years, which will require purchasing four EV buses a year.

The following major capital project was completed in 2024:

- DFC Rescue Simulation Centre – Practical completion achieved November 2023. Additional post Phase I and Phase II project items were all completed in 2024. (This Centre, used for student training in the Emergency Medical Care programme, is unique in South Africa.)

The following priority projects were completed in 2024:

- APK Library 24-hour study area extension.
- Replacement of various medium voltage equipment on APK, APB and DFC Campuses.
- Refurbishment of the Old Central Kitchen on APB.



- D Lab roof conversion – Phase I – on APK.
- UJ Astro Hockey Resurfacing Project.

Regular stakeholder engagements took place during 2024, with entities such as City Power and Johannesburg Water, the CoJ Building Control Office, the Johannesburg Roads Agency (JRA), Johannesburg Development Agency (JDA), and Johannesburg Property Company (JPC), as well as with ward councillors.

Environmental sustainability

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

Projects such as the gradual replacement of diesel buses by EV buses for student transport, grey water capture, own generation of power through the solar photovoltaic (PV) plants now operating on all four campuses are detailed in the broader Environmental Sustainability report found in Section Seven of this Annual Report.

OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel (OGC) consists of a core team of high performing legal professionals. All professional members are admitted attorneys under the Legal Practice Act 28 of 2014. Dries Pretorius, who took over the reins on 1 July 2021, is the current General Counsel.

The team provides high quality legal support and ensures that all University activities are compliant with the highest legal standards. The OGC prides itself on its ability to handle complex legal matters with precision and efficiency, offering clients peace of mind and expert guidance.

General activities

The OGC is a trusted partner of UJ's governance and management structures, its office-bearers, and employees, whom the OGC views as its clients in respect of institutional affairs. It assists clients in conducting the University's business, as far as this involves legal dimensions, effectively and in accordance with legal and policy requirements. The main subject matters to which the OGC attended to in 2024 were:

- Contract Development
- Dispute Resolution
- Corporate Commercial Legal Advice
- General Legal Advice
- Risk Mitigation
- Legal Compliance
- Strategic Projects
- Reputation Management
- Policy Development

High impact projects that the OGC has focused on in 2024 include the following:

- Delegation of Authority (Contracts and Dispute Resolution)
- Contract Development Policy and Operating Procedure
- Creation of Contract Templates
- Litigation Learnings Policy
- Plagiarism Policy
- OGC Awareness and Strategic Relationships
- OGC Support and Strategic Function
- Review of the Privately Owned Student Accommodation (POSA) Policy and Accreditation
- Launch and Implementation of the OGC Automated System – The OGC Legal Corridor

Legal compliance and strategic projects

Several strategic projects aimed at enhancing the efficiency and effectiveness of legal services and launched since 2022 have continued to evolve, leading to efficiency, proactiveness in risk mitigation and ongoing high quality legal services.



Dispute resolution

The Litigation Department has handled an increasing volume of disputes and legal matters, reflecting the growing litigious nature of society. In 2024, the Department managed over 164 cases, which included but were not limited to:

- 26 major litigation matters
- 19 minor litigation matters
- 119 general adversarial matters

The proactive approach adopted by the Litigation team has resulted in many disputes being settled through negotiation and practical commercial solutions, significantly mitigating risks for the University. In addition to the proactive methodology adopted, the OGC also finalised a formal dispute and litigation learnings process policy. The aim of the process in terms of this new Policy on Dispute and Litigation Learnings is to investigate the root cause of litigation/disputes. Based on insights obtained from this process, practical recommendations can be made in respect of any possible preventative steps that might be taken to prevent similar litigation/disputes in future.

Contract development

The Contract Department continues to receive instructions from a wide range of stakeholders. In 2024, the remaining contracts brought over from 2023 were approximately 460 matters. The OGC received approximately 1 000 new instructions during 2024 and finalised approximately 1 050 of the total instructions.

The ongoing template project aims to standardise contract approaches across the University, ensuring terms and conditions are aligned with best practices and legislative updates. This initiative empowers stakeholders to use predrafted templates, promoting efficiency and reducing risk.

Corporate commercial

In 2024, the Office of the General Counsel (OGC) undertook several key corporate commercial activities aimed at enhancing the overall legal and strategic framework of the University. These efforts in corporate commercial activities were further highlighted in organising the Inaugural Combatting Corruption Summit 2024 and the Legal Practitioners Forum. Both events underscored the Department's commitment to fostering a transparent, ethical, and innovative environment at the University through collaborative efforts and professional development.

Combatting Corruption Summit 2024

The inaugural Combatting Corruption Summit 2024 was a resounding success. The Summit brought together leading legal experts, policymakers, and academic professionals to discuss and strategise on effective measures to combat corruption within educational institutions. Through a series of engaging panels, workshops, and keynote addresses, participants were able to share valuable insights and innovative approaches. The Summit laid the groundwork for future collaborative efforts and set a precedent for continued vigilance against corrupt practices.

Legal Practitioners Forum

The Legal Practitioners Forum, also hosted by the OGC, further highlighted the Department's dedication to fostering professional development and collaboration within the legal community. This annual event provided a platform for legal professionals to exchange knowledge, best practices, and innovative solutions to common challenges. Attendees benefited from a series of expert-led discussions, interactive workshops, and networking opportunities, which collectively contributed to a more cohesive and informed legal practice both within and beyond the University. Through its various initiatives, the OGC will continue to emphasise its essential role in maintaining the University's legal compliance and supporting its strategic growth. The proactive methodologies and collaborative efforts demonstrated in these activities will ensure that the University remains at the forefront of legal and ethical standards.



SOUND FINANCIAL MANAGEMENT AND FINANCIAL SUSTAINABILITY

Overview

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

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

Policy framework

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

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

Governance framework

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

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

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MEC RMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Five in this Annual Report). In addition to this, the MEC Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures, and the financial and contract delegation of authority approved by Council.

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

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

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

Financial risks and risk management

General financial risk management

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk, liquidity risk and operational risk. Our financial risk management philosophy focuses on the unpredictability of financial markets and seeks to minimise potential adverse



effects on the financial and other performance of the University. Our considerations include a close focus on implementing robust strategies to mitigate against prevailing credit, liquidity, currency, interest rate, market, and operational risks.

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

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register in 2024, as monitored by MEC and Council:

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

Financial sustainability of the University

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

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



Financial sustainability risks associated with student funding

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

We have previously highlighted the risk posed by the growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth, to the level of future subsidy funding allocations. The risk extends to DHET block and earmarked grants, the sustainability of the NSFAS funding model as well as National Research Foundation (NRF) grants and bursaries. Once again, and as anticipated, the impact of this risk was realised in the year under review through a further decline in our teaching input and output grants allocation, which increased by only 0,3%, far below the rate at which our expenses grew.

While the above shortfall affected our ability to fund our activities, several strategies were put in place to mitigate this risk and reduce the level of reliance on state funds, which include increased external fundraising, increased focus on non-subsidised programme offerings and more stringent cost containment measures.

Our fees increased by 5,1% and 7,1% for tuition and residences, respectively, with residence fees limited to the set amount in line with the recommendations of the Minister of Higher Education, Science and Technology. A significant risk that has emerged over the past year is the high inflation rates, which have seen the Minister recommend a lower than inflation increase in tuition fees for 2023 and 2024. Considering all the other contributing factors to our financial sustainability mentioned above, fee increases below inflation are clearly not sustainable.

The Minister has instituted a new task team in 2025 to advise on the framework for future tuition and residence fee increases for universities. The project is ongoing.

Student debt

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

Our student debt has increased significantly over the past five years, particularly for students who are no longer registered with the University. The outstanding debt from cash-paying students has remained at 14% of fee income in 2024 (2023: 14%), with a significant increase in debt due from students no longer registered with the University. Collecting student debt on time remains a challenge with students who tend to postpone the settlement of outstanding debt until registration for the next year.

It is a priority of the Finance Portfolio, however, to ensure that all fees raised are collected. To ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students.

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

Inadequate student funding

UJ received an allocation of R2.8 billion from NSFAS in 2024, covering tuition fees, accommodation, meals, books, and other living allowances for 25 167 students.

This funding went a long way to mitigate our risk of irrecoverable student debt; however, the timing of communication and certainty of funding decisions continued to be a challenge administratively and posed a risk to our enrolments and student debt recovery. NSFAS withdrew funding for a considerable number of students during the year due to students not meeting the income threshold, or students exceeding the number of years that can be funded. The timing of these NSFAS verifications poses a significant risk for the University as



these students are unlikely to settle their debt once the funding is withdrawn. We continue to engage and offer assistance to NSFAS to find sustainable solutions to this and other administrative inefficiencies.

Despite the state interventions in place, we still have a considerable number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid the registration fees for 3 945 students who would otherwise not have been able to study in 2024. This amount was further complemented with funds raised through the Development and Fundraising Office.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 12,3% of our operating budget allocated to financial assistance for low income and missing middle students.

Increase in staffing costs

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

Ageing infrastructure

The University must maintain its assets and infrastructure at a level required to maintain its position as a leader in education and research. The decline in funding allocation and the reprioritisation of funding by DHET have meant that no Infrastructure Efficiency Grant funding had been allocated to UJ since 2020. This has severely decreased resources available to maintain our infrastructure. Our focus on maintaining an adequate level of reserves, on which investment income is earned, is required to fund the expenditure on infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels in the long term.

External fundraising

External fundraising serves as one of the critical mitigating factors to the above risks. To this end, major focus has been placed on this area over the past three years. The University has once again outperformed its fundraising target of R1.1 billion as outlined in the UJ Annual Performance Plan. In the year under review, the University has raised R1.108 billion for research, scholarships, and other research-related projects. This success is the culmination of a highly collaborative approach undertaken since the implementation of the institutional fundraising strategy, which has realised a total sum of R3.038 billion over the past three years, against the set target of R3 billion.

The funds mobilised over the past three years have directly fuelled UJ's mission, enabling the University's sustained success in delivering unique opportunities for learning, innovation, and continued societal impact. This impact underpins the transformative power of our collective efforts and the positive change we impart to society. Our donor engagement strategies have proven highly effective, leading to a notable increase in individual and corporate donations.

Financial highlights

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

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



Operating income

Consolidated operating income has increased by R298 million (up 5%) compared to the prior year, primarily due to continued robust growth in donations and other non-state-funded grant funding, where this category of income has grown by 31%, and tuition fee income growth of 7% due to module enrolment mix improvements.

Table 6: Income

| | STATE SUBSIDIES AND GRANTS (R'M) | TUITION AND RESIDENCE FEE INCOME (R'M) | RESEARCH INCOME AND GRANTS (R'M) | OTHER INCOME (R'M) | TOTAL (R'M) |
|-----------------|---|---|--|-----------------------|--------------|
| 2024 | 2 722 | 2 763 | 355 | 473 | 6 312 |
| 2023 | 2 720 | 2 572 | 362 | 360 | 6 014 |
| % Growth | 0% | 7% | -2% | 31% | 5% |

Expenditure

Consolidated expenditure has grown by 7% at R6 581 million (2023: R6 123 million) with an increase of 6% in remuneration costs. Bursaries and scholarships awarded increased by 17%, while impairment for student and other debt decreased by 8%, both in line with the increased donor and non-state-funded grant funding. Other expenses grew by 7%, largely due to the costs associated with the experienced water outages, increasing cost of energy and other utilities and continued currency depression.

Operating loss before interest and fair value movements

The University realised a consolidated operating loss of R269 million (2023: R109 million) before accounting for interest and fair value gains from its investment portfolios. This indicates the increasing reliance on our investments as a source of funding to maintain the financial sustainability of the University. The chart below demonstrates the shift in the construct of our sources of income over the past three years, with a notable growth in other income, which includes income from investments and donor and non-state-funded grant funding, and a decrease in state subsidies.

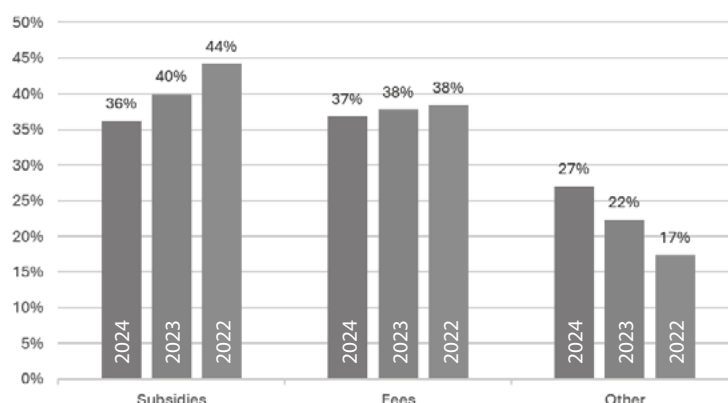


Figure 1: Income sources

Surplus for the year

The University generated a consolidated surplus of R935 million for the year (2023: R686 million). Net income and fair value gains from our investments contributed a sum of R1 206 million (2023: R796 million) towards the surplus showing a growth of 52% from the prior year.

Total comprehensive income

The actuarial losses incurred on the valuation of our defined benefit plan amounted to R77.8 million (2023: R400 thousand), resulting in R854 million (2023: R686 million) consolidated total comprehensive income attributable to the University.



Net assets

Our net assets totalled to R10 986 million, showing a growth of 9% from R10 133 million in the prior year. Outstanding student debt amounted to R1 097 million (2023: R989 million), a growth of 11% from the prior year, largely due to funding withdrawal by NSFAS for previously funded students. Net of impairment, the student debt amounted to R478 million, a growth of 18% from the prior year-end amount of R406 million. While this is indicative of the nationwide economic hardships, this is clearly a significant threat to the financial sustainability of the University.

Our financial assets at fair value through profit or loss at R6 871 million (2023: R5 918 million); have grown by 16%. 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 R828 million (2023: R826 million) grew by a modest 0,3%, reflecting a R2 million growth in the defined benefit surplus. The post-employment obligations at R274 million (2023: R267 million) grew by 3%, relating to a growth of R7 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 4% to R3 512 million (2023: R3 391 million), with additions totalling R246 million in the year under review. Significant additions were the acquisition of research and computing equipment.

The infrastructure investment is reflective in the 5% reduction in our cash and cash equivalents from R2 151 million in the prior year to R2 050 million.

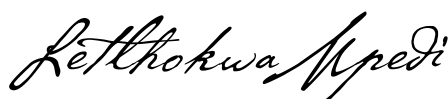
Equity and reserves

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 R3.368 million (2023: R3.079 million), which represents 106% of annual permanent remuneration. The Council-controlled reserves are earmarked for infrastructure maintenance and other strategic initiatives, to the extent that the level of these funds does not go below 60% of annual permanent remuneration.

While our liquidity position has declined with the ratio of our current assets to current liabilities at as 1:1.03 down from 1:1.18 in 2023, we believe this to be satisfactory and largely driven by the timing of our major cash receipts occurring in the first four months of the year, with a decline in the last two months.

As supported by the good financial performance for the year and despite the prevailing risks and uncertainties, the University remains confident in its long-term financial sustainability.

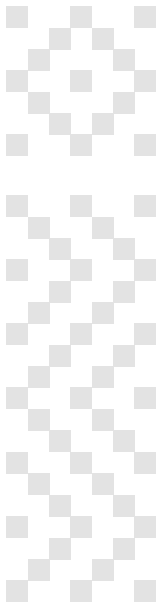


Letlhokwa Mpedi (Prof)

Vice-Chancellor and Principal







Report on the Annual Performance Plan 2024 of the University of Johannesburg

INTRODUCTION

The following report analyses the outcomes for the year against the targets set in the 2024 UJ Annual Performance Plan (APP). Key performance indicators (KPI) are grouped under the six major objectives that framed the UJ Strategic Plan 2025 for 2024, and reference is made to the corresponding indicator in the Strategic Plan in brackets. The results are shown by means of a chart accompanied by a brief narrative explanation. For output indicators (graduate output and research), the complete data are only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year and this is noted in the text related to the relevant KPIs.

Student and staff HEMIS data in this report were extracted on 21 February 2025.

Revision to APP

Most of the indicators presented here are the same as the 21 KPIs of the 2023 UJ APP. The changes that were made to the Strategic Plan indicators by Council at its November 2023 meeting and thereafter are listed below:

- KPI 9 – This KPI has been broadened to include academic initiatives, including short learning programmes (SLPs), that advance both 4IR and SDGs. The definitions document specifies that these are initiatives that have been approved by Senex/Senate.
- KPI 21 – This KPI, which previously measured the percentage reduction in carbon footprint, now measures the annual absolute target in tons of carbon equivalent (tCO₂) reduction, as agreed to by Council on 18 March 2024.
- KPI 10 – This KPI has been amended by Council decision on 26 September 2024 to include international students taking credit-bearing short learning programmes.

Additional changes

- KPI 21 – As of the MEC decision in June 2024, progress towards the annual target (reduction in carbon footprint) will be reported quarterly.

SUMMARY RESULTS

Targets met

KPI 1: Total postgraduate outputs (n-1)

The outcome for the number of 2023 postgraduates in 2024 (n-1) at 4 576 is 13,3% higher than in the previous year, above target by 11,5% and above the ceiling.



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

The percentage of permanent and fixed-term academic staff with doctorates at the end of 2024 is 62,3%, above the target and above the ceiling. This is an increase of 74 staff members with doctorates since Quarter 1.

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

The final figure for 2024 of 952 has significantly exceeded the target of 550 and the ceiling of 570. This is 214 more than the year-end figure for 2023, which was 738.

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

The number of units for 2023 publications submitted after processing was 3 293, i.e. 9,8% above target. This was UJ's highest submission yet.

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

Of the 3 295 units submitted, 3 195 units were accredited, and this was above the baseline of 3 144, and comfortably above the ceiling. This maintained UJ's position as the highest producer of research among universities in South Africa.

KPI 5: Overall enrolment

This indicator tracks overall enrolment for 2024. Enrolment at the end of 2024 at 54 515 was 1,57% above target. The ceiling for this indicator is a variation of less than 2% from the target, thus it is a very good outcome.

KPI 6: Undergraduate output (n-1)

The outcome for 2023 graduates in 2024 is a pleasing 8 930, 4,8% above target, and above the ceiling. This reflects the considerable interventions that were put in place to increase undergraduate output.

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

The outcome for this indicator is based on data for the 2021 cohort of students registered for three-year qualifications who completed their studies in 2023. Of this cohort, 42% succeeded in completing in regulation time, which is significantly higher than the 2020 cohort, and 3% above target. The outcome for the 2021 cohort doing three-year degrees only at 42,9% was significantly higher than the 39,2% of the previous year, and above the ceiling.

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

This indicator, which was new in 2020, tracks the number of students completing the Artificial Intelligence in the 4IR module. At the end of 2024, completions had reached 23 793, far above the target and the ceiling.

KPI 9: Number of academic initiatives advancing 4IR and SDGs, including SLPs (cumulative)

The final tally for 2024 is 440, exceeding both the target of 300 and the ceiling of 320.

KPI 12a: Undergraduate student satisfaction

At 88,8%, overall undergraduate student satisfaction is higher than in 2023 by 0,5%, and has exceeded the target of 88,5%.

KPI 12b: Postgraduate student satisfaction

This indicator shows the outcome of the annual PG student satisfaction survey, which at 86,8%, is higher than in 2023, above the target of 86% and above the ceiling of 86,5%.

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

The target of 110 awards was set relative to the October 2023 baseline of 107, although at 2023 year-end, the number of awards had risen to 120. At 236, the 2024 tally more than doubled the target of 110, and was far higher than the ceiling of 115.

KPI 14: Annual operating surplus/deficit

The expectation for KPI 14 was a deficit of R55 million at the end of the year, and the ceiling was pitched at a break-even level. While the October 2023 baseline was R209.8 million, the audited figure for the surplus at the 2023 year-end was R247.5 million. At the end of the 2024, the surplus of R211.2 million is much higher than the ceiling.



KPI 15: Council-controlled reserves

The baseline was a projected R3.039 billion, while the audited year-end figure for 2023 was higher at R3.079 billion. At the end of 2024, the audited figure R3.686 billion, which is comfortably above the target and the 2023 figure.

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

The target of R1 001 million is for KPI 16 and KPI 17 combined, i.e. externally generated funding as well as externally generated research funding. The baseline for 2023 was R789 million, but by year-end it was R934.2 million. At the end of 2024, the audited figure of R1.112,3 billion exceeded the target of R1.001 billion.

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

The baseline of 53,2% was exceeded in the first quarter, increasing further in the second quarter to reach 55,5% and was adjusted to 55,4% in the third quarter. The final proportion was 55,6%. The final outcome is 1,6% above target and above the ceiling by 1,1%.

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

The percentage of black associate professors and professors at the end of 2024 at 31,8% was above target by 1,8% and exceeded the ceiling. There were 23 more black professors and associate professors at year-end than in the first quarter.

KPI 21: Reduction in carbon footprint

This indicator is being measured more broadly than in the past, in accordance with a Council decision of March 2024. The baseline was 49 500 tCO₂, with an annual target of a reduction by 165 tCO₂. At the end of 2024, the reduction of 284.12 tCO₂ was far greater than expected, and comfortably exceeded the ceiling of 248 tCO₂.

Targets not met**KPI 10: International students**

The 2023 baseline, based on the prior definition being the number of international students on formal programmes and informal whole programmes at UJ, was 4 559, and the target was set at the same level. At the end of 2024, the tally was 4 489, reaching 98,46% of the target.

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

The final tally was 98,34% of the target. The October 2023 baseline for international academic staff was 17,7%, though rising to 17,8% by the end of that year. At the end of 2024, the tally was 17,7%, with the number of international staff having increased by 12 since the first quarter.

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

This indicator monitors seniority among the academic staff. The 2024 year-end proportion of 32,3% was considerably above the October 2023 baseline of 29,6%. While it was below target, despite the number of professors and associate professors growing by 57 since the first quarter, it reached 97,88% of the target.

KPI 20b. Number of female associate professors and professors

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the 2023 baseline was 40,9%. At the end of 2024, the proportion was 43%, below the target of 44%, despite an increase of 32 in the number of female professors and associate professors since the first quarter. However, the achievement was 97,83% of the target.

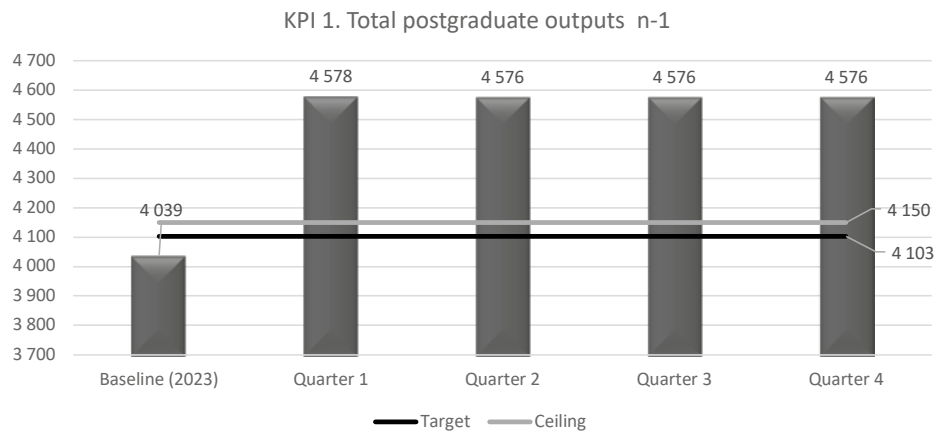


STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

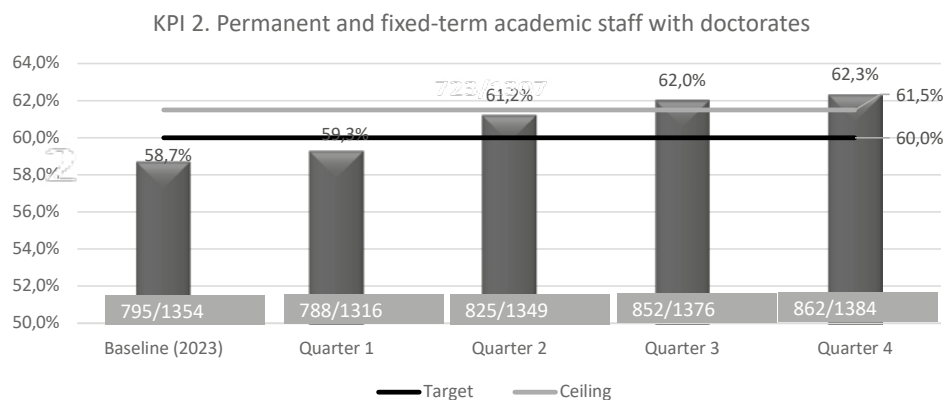
Research and Innovation

1. Total postgraduate outputs n-1 (1)



The baseline for this indicator is the 2022 postgraduate output of 4 039 as reflected in 2023. The target for postgraduate output was set at 4 103. The outcome for the number of 2023 postgraduates in 2024 (n-1) at 4 576 is 13,3% higher than in the previous year, above target by 11,5% and above the ceiling. As a point of reference, in 2019, postgraduate output was 3 418.

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

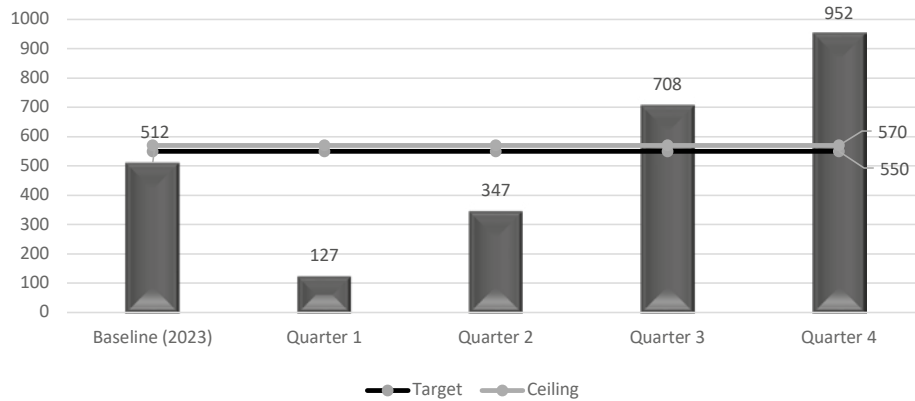


While the October 2023 baseline on which the target was based was 58,7%, the year-end percentage had increased to 59,3%. The loading of qualifications achieved, and retirements, resignations and new appointments tend to increase the volatility of HR data at year-end. The target for this indicator was set at 60%, considerably above the baseline, but not too far above the actual achievement of 2023 at year-end. The proportion of permanent and fixed-term academic staff with doctorates at the end of 2024 is 62,3%, above the target and above the ceiling. This is an increase of 74 staff members with doctorates since Quarter 1.



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

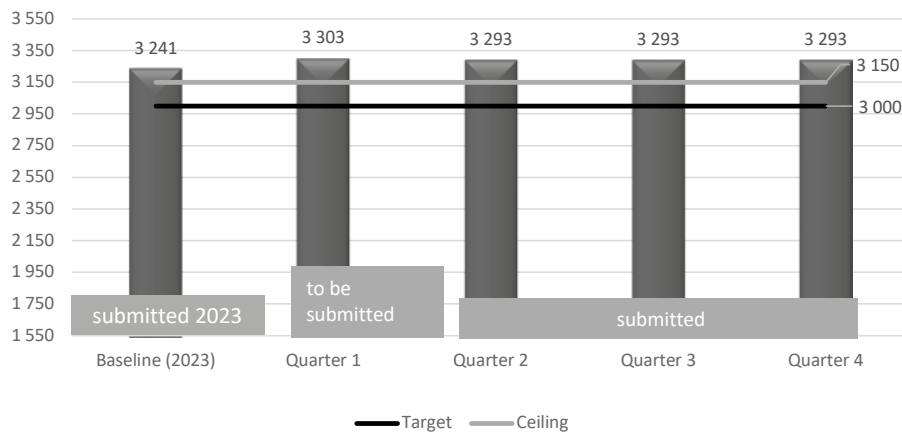
KPI 3. Number of published research outputs on 4IR



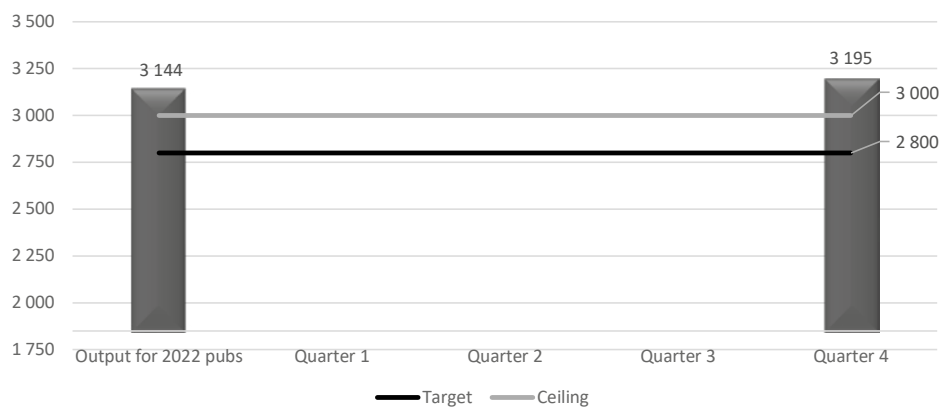
The trend in this indicator has been steeply upward, from a baseline of 85 in October 2019, to 512 in October 2023. The final figure for 2024 of 952 significantly exceeded the target of 550 and the ceiling of 570. This is 214 more than the Quarter 4 figure for 2023, which was 738.

4. Research output units (n-1) (3)

KPI 4a. Submitted research output units (n-1)



KPI 4b. Accredited research output units (n-1)



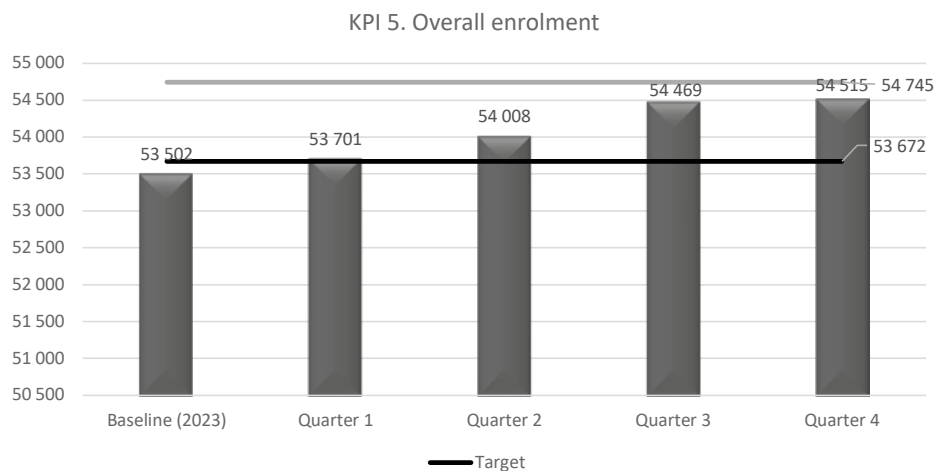
The ROUs awarded for accredited 2022 publications, which were collected and submitted in 2023, are shown in KPI 4b as a baseline of 3 144. The numbers shown in 4a are the units for 2023 publications *submitted* in 2024 to be assessed by DHET. The number of units for 2023 publications submitted after processing was 3 293, i.e. 9,8% above target. This was UJ's highest submission yet. Of these, 3 195 units were accredited, and this was above the baseline of 3 144, and comfortably above the ceiling. This maintained UJ's position as the highest producer of research among universities in South Africa.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

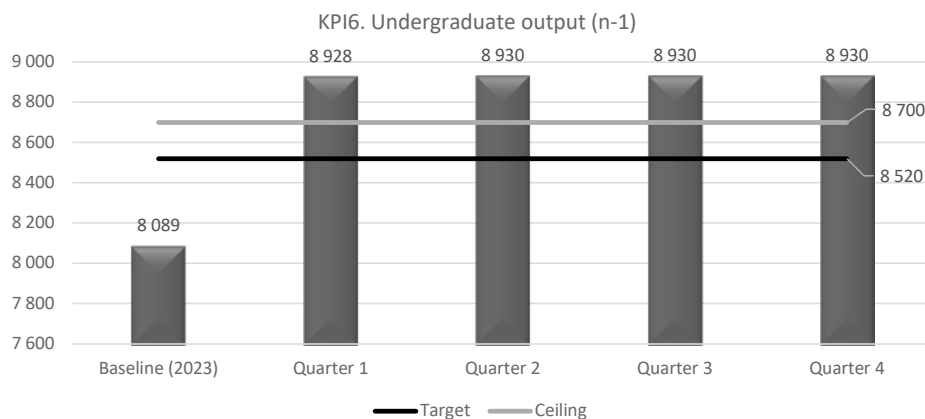
Teaching and Learning

5. Overall enrolment (21, 25)



This indicator tracks overall enrolment for 2024. Enrolment at the end of 2024 at 54 515 was 1,57% above target. The ceiling for this indicator is a variation of 2% from the target, thus it is a very good outcome.

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

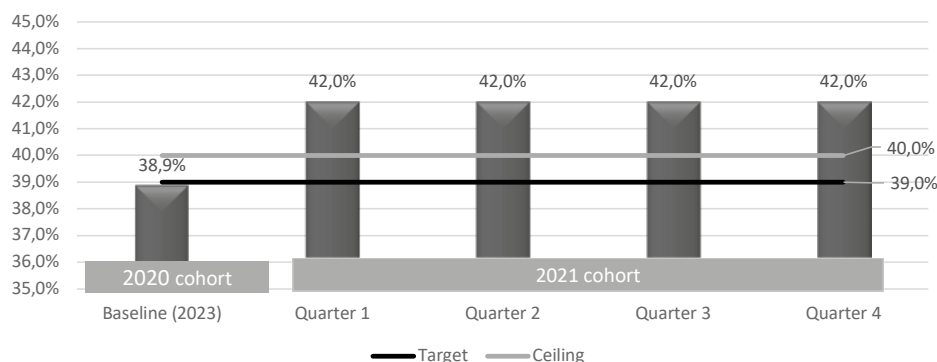


The target for undergraduate output was set at 8 520, significantly higher than the 8 089 baseline of students who had graduated in 2022 – in the main the 2020 cohort. The outcome for 2023 graduates in 2024 is a pleasing 8 930, 4,8% above target, and above the ceiling. This reflects the considerable interventions that were put in place to increase undergraduate output.



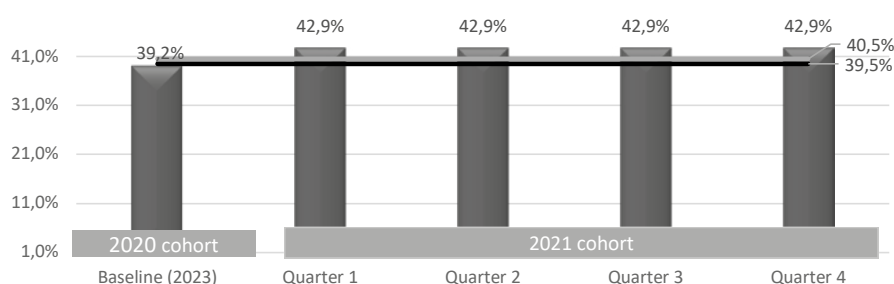
7. Percentage students completing three-year UG qualifications and degrees in minimum time (n-1) (36)

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



The outcome for this indicator is based on data for the 2021 cohort of students registered for three-year qualifications who completed their studies in 2023. Of this cohort, 42% succeeded in completing in regulation time, which is significantly higher than the 2020 cohort, and 3% above target. This is very pleasing as the throughput rates had generally been on an upward trajectory since the 2014 cohort, and this represents a recovery of the trend, with the 2020 cohort as reported in 2023 presenting as an exception.

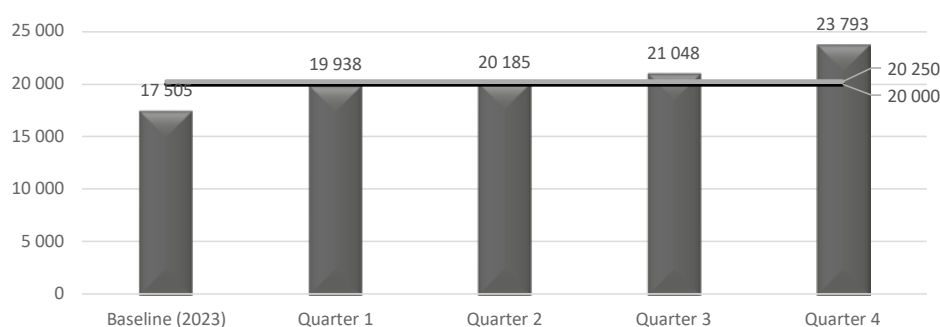
KPI 7b. Percentage students completing three-year UG degrees in minimum time



KPI 7b refers to the completion of three-year undergraduate degrees only, and here the outcome is similar to that for all three-year undergraduate qualifications. The outcome for the 2021 cohort at 42.9% was significantly higher than the 39.2% of the previous year, and above the ceiling, indicating a recovery from the outlier year of the 2020 cohort.

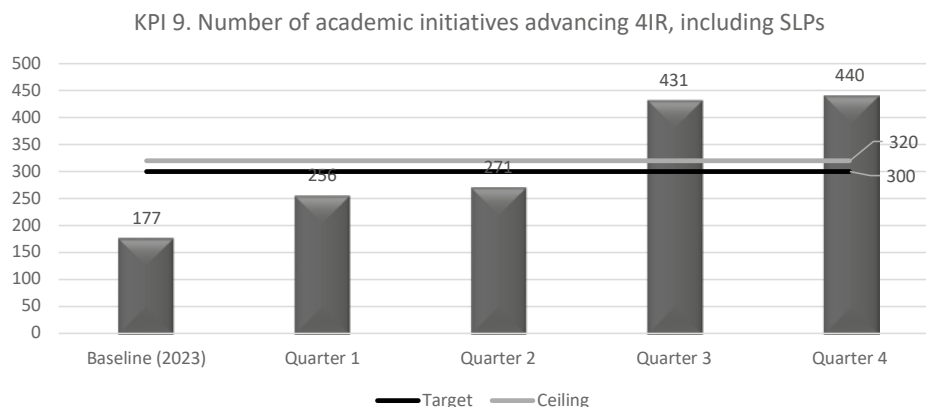
8. Number of students completing Artificial Intelligence in the 4IR module (31b)

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



This indicator, which was new in 2020, tracks the number of students completing the Artificial Intelligence in the 4IR module. At the end of 2024, completions had reached 23 793, far above the target and the ceiling.

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



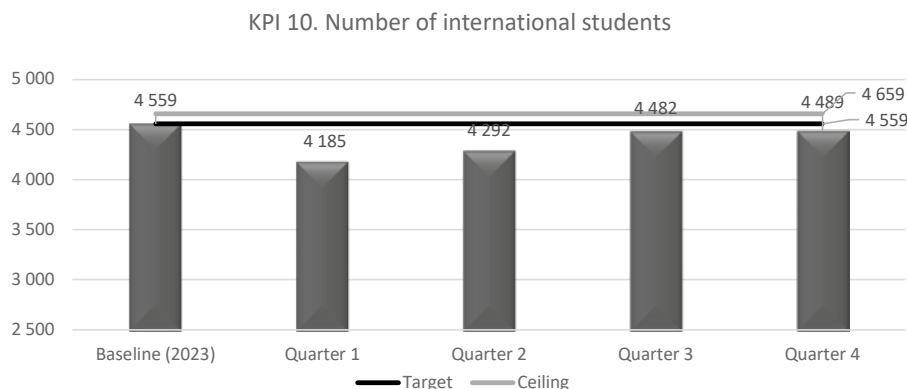
This indicator tracks the number of new academic initiatives introduced to advance the 4IR, as well as new SLPs, cumulatively since 2019. It now also includes initiatives to advance the SDGs. While the October 2023 baseline was 177, at the end of Quarter 4 of 2023, the total had risen to 246. The final tally for 2024 is 440, exceeding both the target of 300 and the ceiling of 320.

STRATEGIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

International Profile

10. Number of international students (45)

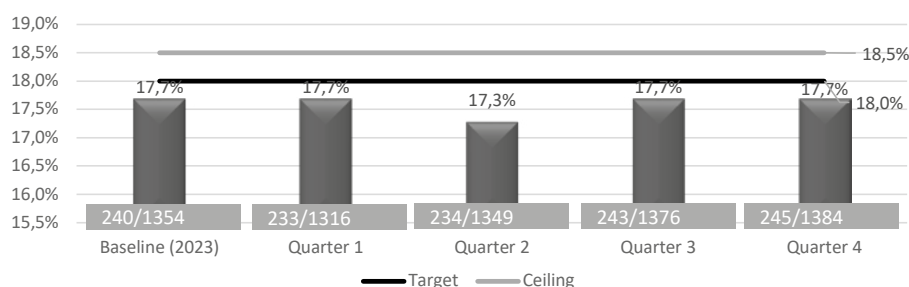


The definition for KPI 10 was changed by Council decision on 26 September 2024 to include international students on credit-bearing SLPs. Hitherto, the definition included only formal and informal whole programmes. The 2023 baseline, based on the prior definition being the number of international students on formal programmes and informal whole programmes at UJ, was 4 559, and the target was set at the same level. At the end of 2024, the tally was 4 489, reaching 98,46% of the target.



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

KPI 11. International permanent and fixed-term academic staff



The October 2023 baseline for international academic staff was 17,7%, though it rose to 17,8% by year-end of that year. At the end of 2024, it was 17,7%, with the number of international staff having increased by 12 since the first quarter. It reached 98,34% of the target. Note that the overall academic staff complement is based on HEMIS rules, in which every permanent academic or fixed-term staff member employed during the year is counted as a head, even if they have left the institution during the course of the year; so typically, the overall number of staff is lower in the first part of the year than at the end.

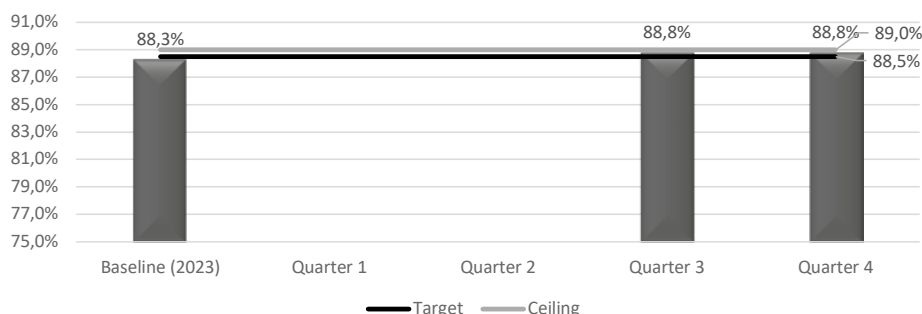
STRATEGIC OBJECTIVE FOUR:

ENRICHING STUDENT FRIENDLY LEARNING AND LIVING EXPERIENCE

Student Experience

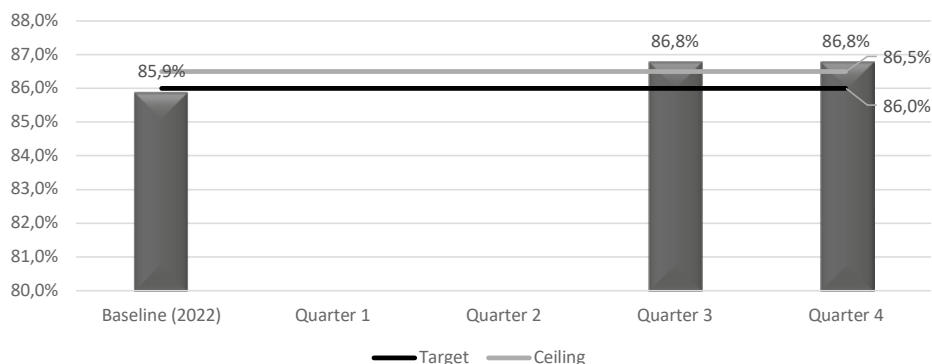
12. Overall UG and PG student satisfaction as determined by student experience surveys (51 & 52)

KPI 12a. Overall UG satisfaction



This indicator tracks the overall responses to the annual UG student experience survey, which is run in the second semester. At 88,8%, overall undergraduate student satisfaction was higher than in 2023 by 0,5% and exceeded the target.

KPI 12b. Overall PG satisfaction



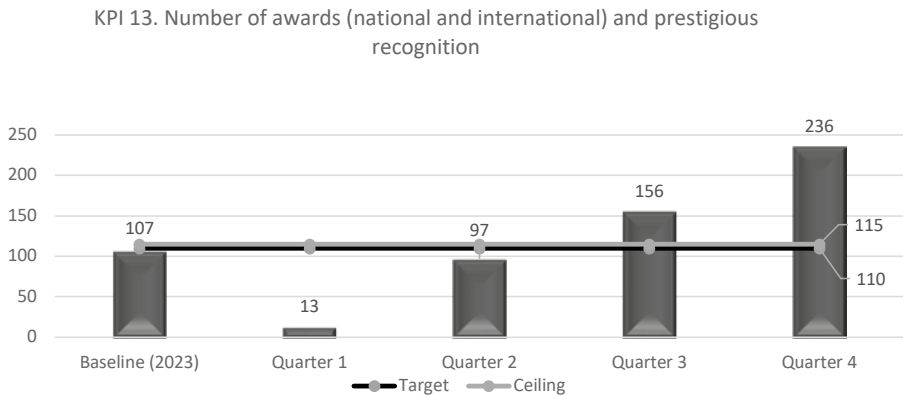
This indicator shows the outcome of the annual PG student satisfaction survey, which at 86,8%, was higher than in 2023, above the target of 86% and above the ceiling of 86,5%. It is thus a very pleasing outcome.

STRATEGIC OBJECTIVE FIVE:

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation Management

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



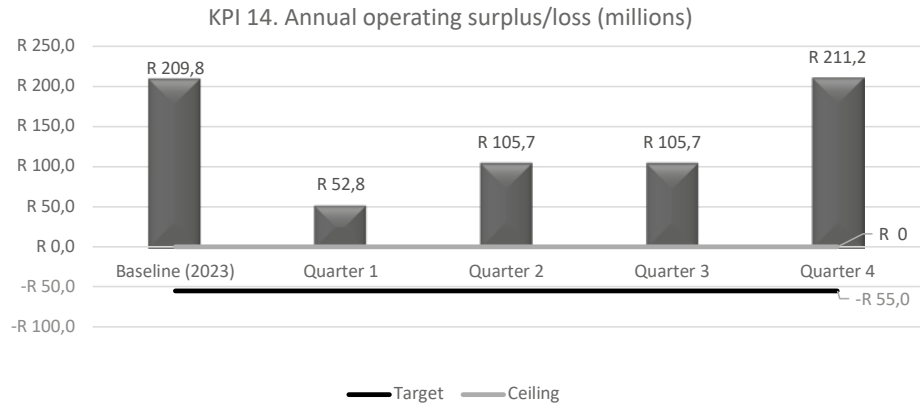
The target of 110 awards was set relative to the October 2023 baseline of 107, though at 2023 year-end, the number of awards had risen to 120. This suggests that many awards are bestowed late in the year. At 236, the 2024 tally more than doubled the target of 110, and was far higher than the ceiling of 115.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Fitness for purpose

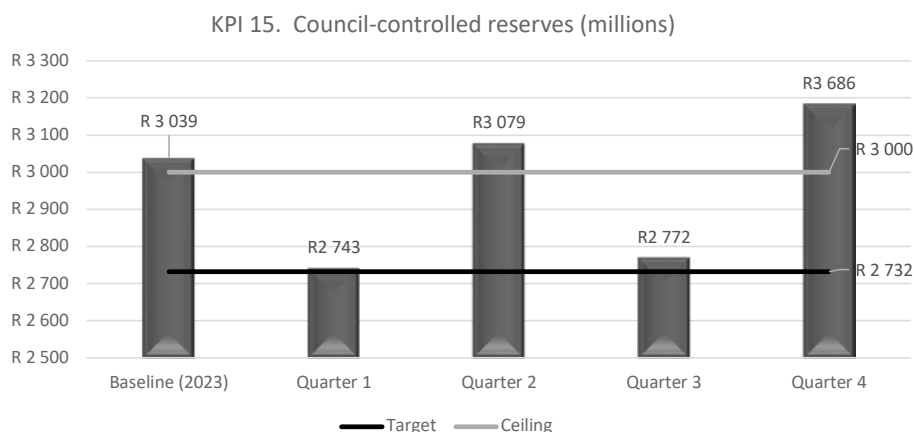
14. Annual operating surplus/loss – millions (66)



The expectation for KPI 14 was a deficit of R55 million at the end of the year, and the ceiling was pitched at a break-even level. While the October 2023 baseline was R209.8 million, the audited figure for the surplus at the 2023 year-end was R247.5 million. At the end of the 2024, the surplus of R211.2 million is much higher than the ceiling.

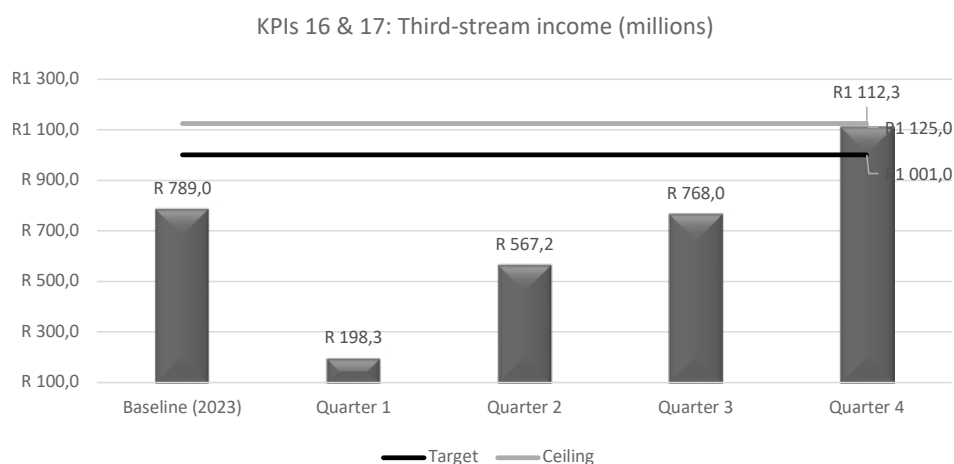
15. Council-controlled reserves – millions (68)

The baseline was a projected R3.039 billion, while the audited year-end figure for 2023 was higher at R3.079 billion. At the end of 2024, the audited figure is R3.686 billion, which is comfortably above the target.



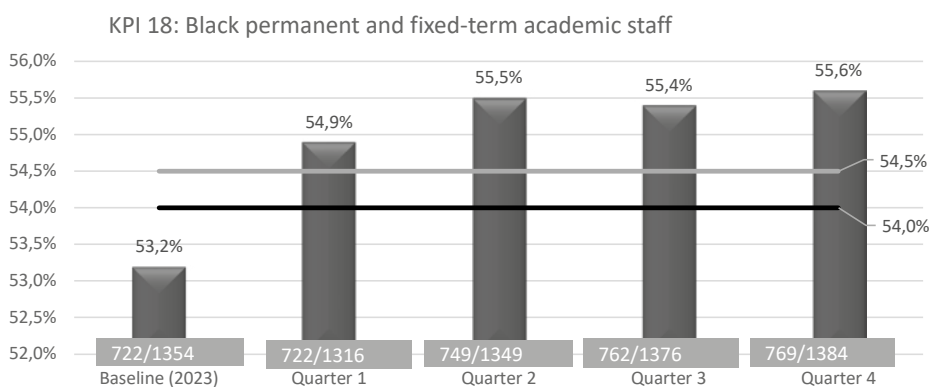
16. Externally generated funding – millions (67)

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



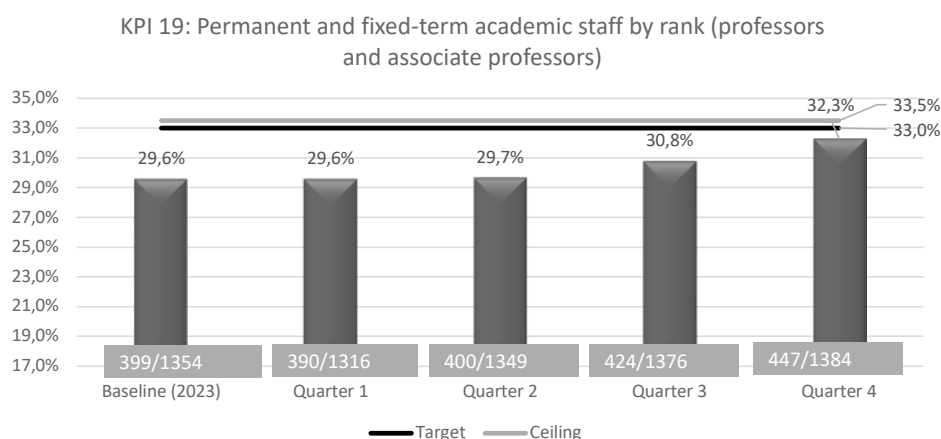
The target of R1 001 million is for KPI 16 and KPI 17 combined, i.e. externally generated funding as well as externally generated research funding. The baseline for 2023 was R789 million, but by year-end it was R934.2 million. At the end of 2024, the audited figure of R1.112,3 billion exceeds the target of R1.001 billion.

18. Black permanent and fixed-term academic staff (77)



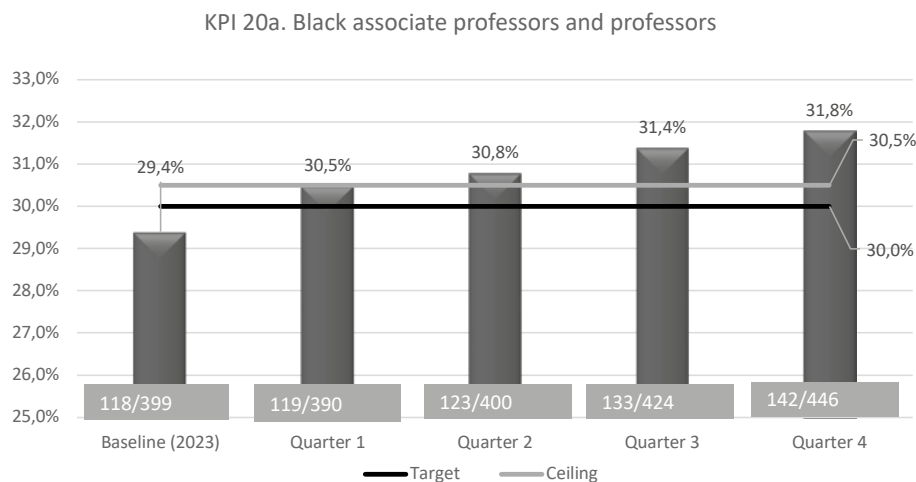
The baseline of 53,2% was exceeded in the first quarter; it increased further in the second quarter to reach 55,5% and was adjusted to 55,4% in the third quarter. The final proportion was 55,6%. While the number of black permanent and fixed-term academic staff has grown by 47 since Quarter 1, the proportion has been affected by growth of 68 in the total permanent and fixed-term academic staff. The final outcome is 1,6% above target and above the ceiling by 1,1%. As a point of reference, the comparable figure was 39,5% in 2016, and it has been increasing steadily since.

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



This indicator monitors seniority among the academic staff. The year-end proportion of 32,3% was considerably above the October 2023 baseline of 29,6%. While it was below target, even though the number of professors and associate professors grew by 57 since the first quarter, it reached 97,88% of the target.

20a. Black associate professors and professors (78)

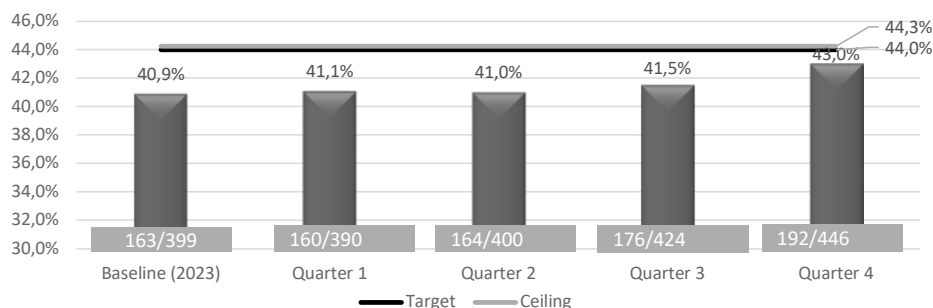


The percentage of black associate professors and professors at the end of 2024 at 31,8% was above target by 1,8% and exceeded the ceiling. There were 23 more black professors at year-end than in the first quarter.



20b. Female associate professors and professors (78)

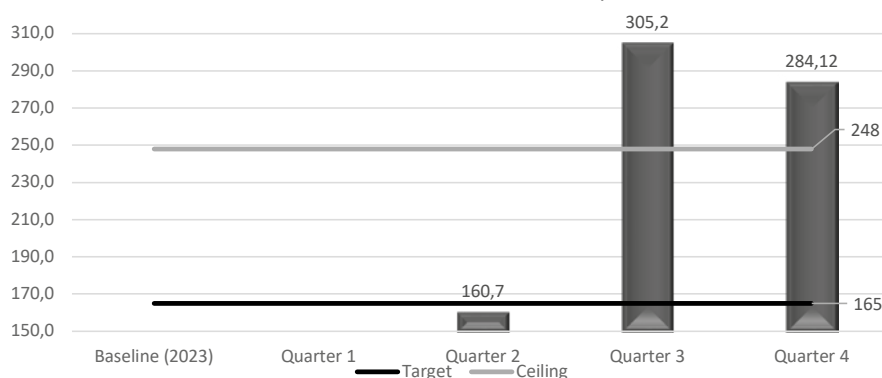
KPI 20b. Female associate professors and professors



The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the 2023 baseline was 40.9%. At the end of 2024, the proportion was 43%, below the target of 44%, despite an increase of 32 in the number of female professors and associate professors since the first quarter. However, the achievement was 97.83% of the target. The number has been increasing steadily from the 93 of 2016 to the current 192, and this reflects many intensive interventions undertaken, in the last year in particular, to grow the female professoriate. The professoriate as a whole, however, has also been growing steadily since the 250 of 2016 to the current 446, which affects the proportion of female professors.

21. Reduction in carbon footprint (83)

KPI 21. Reduction in carbon footprint



This indicator is being measured more broadly than in the past, in accordance with a Council decision of March 2024. The baseline was 49 500 tCO₂, with an annual target of a reduction by 165 tCO₂. At the end of 2024, the reduction of 284.12 tCO₂ was far greater than expected, and comfortably exceeded the ceiling of 248 tCO₂.

Letlhokwa Mpedi

Letlhokwa Mpedi (Prof)

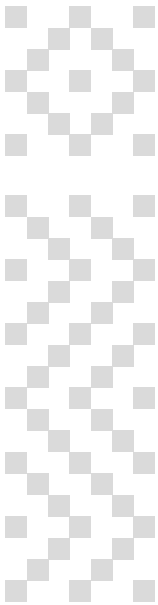
Vice-Chancellor and Principal

Xoliswa Kakana

Xoliswa Kakana (Ms)

Chairperson of Council





Report on the DHET Annual Performance Plan 2024 of the University of Johannesburg

INTRODUCTION




This year-end report covers achievement measured against the targets set in the University of Johannesburg Annual Performance Plan 2024 as submitted to DHET and covers the period 1 January 2024 to 31 December 2024.

Achievement indicators

The Annual Performance Plan 2024 is informed by three of UJ's six overall strategic objectives in its Strategic Plan 2025, i.e. objectives one, two and six. There are a total of 27 key performance indicators (KPIs) reported on, which relate to three objectives. (The research output indicator, although split into submitted and accredited outputs, is counted as one as the number submitted is a proxy until the accredited research output is known). **Note that output indicators refer to achievement in year (n-1) and not the reporting year (n).** The baseline is based on the results of the previous year, i.e. as at October 2023, and the targets are set relative to the baseline. The 2023 year-end results are also included for information – these were available after the 2024 targets had been set. The staff and enrolment data were extracted on 21 February 2025.

Classification of achievement

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

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

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

Summary of outcomes

Of the 27 KPIs, all but one are classified green in that they are either within 2,5% of the target, or they exceed the target in line with intentions. There is one red outcome, namely an interdependent embedded target of the KPI regarding increasing the number of academic staff with doctorates, and in this KPI the main objective has been achieved.

STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

| KPI | BASELINE OCTOBER 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|---|--|--|--|--|
| Total number of SUBMITTED research output units (n-1) | 3 241 (2022 publications) | 3 241 (2022 publications) | 2 900 (2023 publications) | 3 293 (2023 publications) (GREEN) |
| Total number of ACCREDITED research output units (n-1) | 2 753 accredited for 2021 publications | 2 753 accredited for 2021 publications | 2 700 accredited for 2023 publications | 3 195 accredited for 2023 publications (GREEN) |

UJ's research output continues to increase. The number of publications submitted for accreditation in 2024 at 3 293 was an increase on the previous year's submission and higher than the target for submissions of 2 900. The target for accredited publications was 2 700, and the provisional outcome according to the DHET report to UJ is 3 195, which is 15,5% above target.

| KPI | BASELINE OCTOBER 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|--|--------------------------|------------------|----------------|------------------|
| Publication units per permanent academic staff member (n-1) | 2.1 | 2.37 | 2.2 | NYA |

The year-end outcome for 2022 publications accredited in 2023 according to the DHET Report on Research Output to UJ was 2.38. However, in the DHET's Research Output Report for 2022 for the sector, received 6 March 2024, this outcome was revised to 2.37. For 2023 publications it is not yet known since the DHET sector report has not yet been released.

| KPI | BASELINE OCTOBER 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|---|--------------------------|------------------|----------------|-------------------------|
| Academic staff with doctorates | 58,7% | 59,3% | 60% | 62,3% (GREEN) |
| Academic staff with master's | 35,6% | 34,9% | 36% | 32,1% (GREEN) |
| Academic staff with other qualifications | 5,7% | 5,8% | 4% | 5,6% (RED) |

For this KPA, the intention is to increase the proportion of academic staff with doctoral qualifications, while simultaneously decreasing the other two categories. The year-end outcome shows the proportion of staff with doctorates having increased to 62,3%, above the target of 60%. The proportion of those with a master's qualification decreased as more staff obtained doctorates, while those without an M or D qualification decreased from 5,8% at the end of 2023 to 5,6%, as intended. This indicates a more highly qualified academic staff complement overall. This outcome can be attributed to the success of UJ's Staff Qualifications Programme and other internal development programmes.



STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

| KPI | BASELINE October 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|-----------------------------|--------------------------|-------------------|-------------------|--|
| BUS/MAN | 38,6% (20 662) | 38,6% (20 649) | 38,5% (20 641) | 38,4% (20 925) (GREEN) |
| EDU | 9% (4 788) | 9% (4 787) | 9% (4 809) | 8,9% (4 827) (GREEN) |
| SET | 34,3% (18 352) | 34,3% (18 347) | 34,4% (18 476) | 34,8% (18 956) (GREEN) |
| OTHER HUMANITIES | 18,1% (9 700) | 18,1% (9 701) | 18,1% (9 746) | 18% (9 806) (GREEN) |

This KPA relates to the planned CESM distribution of UJ's enrolment profile. The proportional share of the BUS/MAN category at 38,4% has remained relatively stable. The SET category is slightly above target, which is desirable, while HUM has simultaneously decreased slightly to 18%, which is in line with strategic intentions. It must be noted that enrolment proportions by CESM are very difficult to manage directly as they are partly determined by student choices within programmes and external contextual factors, and they are interdependent. In the context of an enrolment of over 54 000, the variations are minor and the overall picture, including increasing SET, is favourable.

| KPI | BASELINE October 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|--------------------------------|--------------------------|---------------|-------------|-----------------------------|
| Proportion of UG:PG | 76.8:23.2 | 76.8:23.2 | 76.3:23.7 | 75.6:24.4 (GREEN) |

The proportional distribution between undergraduate and postgraduate enrolments has improved relative to the previous year in line with strategic intentions and has exceeded the target for 2024. The University's strategy of incrementally increasing its postgraduate student body has clearly succeeded, with a distinct shift in the distribution in recent years.

| KPI | BASELINE October 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|---|--------------------------|---------------|---------------|-----------------------------|
| Total headcount enrolment | 53 502 | 53 484 | 53 672 | 54 515 (GREEN) |
| Unweighted FTE totals | 41 104.10 | 40 842.98 | 41 152.98 | 42 008.69 (GREEN) |
| First-time entering undergraduates | 11 249 | 11 507 | 10 962 | 11 010 (GREEN) |
| UG: Diploma and certificates | 10 991 | 10 990 | 10 845 | 10 835 (GREEN) |
| UG: Degrees | 30 105 | 30 072 | 30 102 | 30 382 (GREEN) |



| KPI | BASELINE October 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|---------------------------|--------------------------|---------------|-------------|--------------------------|
| PG: Below master's | 4 879 | 4 880 | 4 896 | 5 111 (GREEN) |
| Master's | 5 391 | 5 400 | 5 706 | 5 891 (GREEN) |
| Doctoral | 2 136 | 2 142 | 2 123 | 2 296 (GREEN) |
| PG total | 12 406 | 12 422 | 12 725 | 13 298 (GREEN) |

The intention with enrolment is to follow an enrolment plan as closely as possible, with particular attention being paid to keeping within 2% of the overall and first-time entering targets. The targets discussed in this report are those of UJ's internal enrolment plan for 2024, which had been adjusted to take account of contextual changes that came into play after the 6-year enrolment targets had been negotiated with DHET. Enrolment in 2024 proceeded very well. The total headcount of 54 515 at year-end was 1,57% over the target of 53 672, within the allowed variance. The FTE total was 2.07% above target. With respect to first-time entering undergraduates, the total was 48 headcounts or 0,44% above target.

In relation to the distribution of enrolments across qualification types, the year-end outcome mirrors the planned distribution well, and where there are variances, these are in desirable directions. The number of undergraduate degree headcounts is 0,93% above target, while the UG diploma is 10 headcounts below. The master's category is 3,2% above target, while the doctoral headcount has increased by 8,1%. The PG total is 4,5% above target.

| KPI | BASELINE October 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|---|---------------------------------|---------------------------------|---------------------------------|--|
| Degree credit success rates UG (n-1) | 84,6% | 84,6% | 85,5% | 88,1% (GREEN) |
| UG graduation rate and output (n-1) | 20,2% (8 089) | 20,2% (8 089) | 21,3% (8 766) | 21,8% (8 930) (GREEN) |
| Total graduation rate and output (n-1) | 23,6% (12 128) | 23,6% (12 128) | 24,1% (12 869) | 25,2% (13 506) (GREEN) |
| PG below master's (n-1) | 2 529 | 2 529 | 2 713 | 3 001 (GREEN) |
| Master's (n-1) | 1 232 | 1 232 | 1 128 | 1 294 (GREEN) |
| Doctoral (n-1) | 278 | 278 | 262 | 281 (GREEN) |
| Total PG output (n-1) | 4 039 | 4 039 | 4 103 | 4 576 (GREEN) |

The outcomes for these indicators are measured for the year (n-1) preceding the reporting year (n) when data are complete. The undergraduate success rate was 88,1% against a target of 85,5%. The undergraduate graduation rate was 0,5% above target, thus qualifying for green status. The total graduate output was 4,95% or 591 headcounts above target. Postgraduate output was 11,5% above target.



STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

| KPI | BASELINE October 2023 | YEAR-END 2023 | TARGET 2024 | YEAR-END 2024 |
|---|------------------------------------|-----------------------------|-------------------------------------|--|
| Balanced annual budget and five-year financial plan | R209.8 million surplus (projected) | R282.69 million (projected) | Max R55 million deficit (projected) | R211.212 million surplus (projected) (GREEN) |

The projected outcome for 2024 was a deficit of R55 million, and the year-end outcome is a surplus of R211.212 million, an outcome which is above target.



Letlhokwa Mpedi (Prof)

Vice-Chancellor and Principal

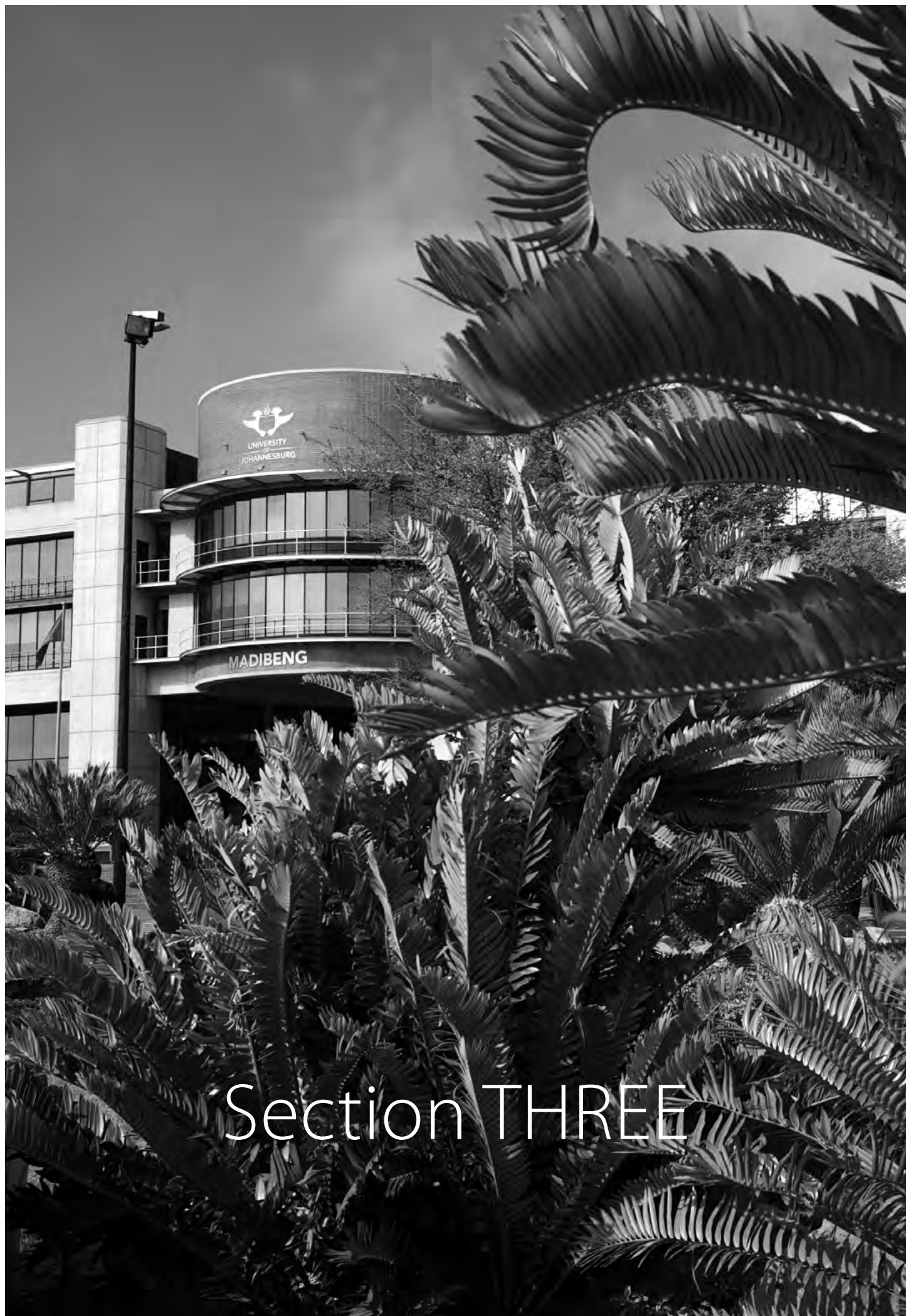


Xoliswa Kakana (Ms)

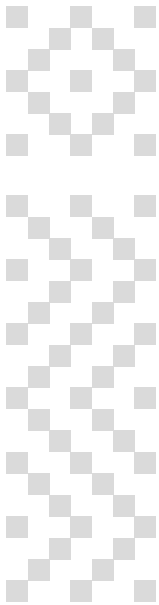
Chairperson of Council







Section THREE



Statement on Governance

OVERVIEW

The Statement on Governance focuses on the following:

- Corporate Governance: Pre-determined objective
- Declaration of interests and positions of trust
- Council and Council Committees' Governance Report
- Senate and Senate Committees' Governance Report to Council
- Management Executive Committee (MEC) Report to Council
- The Student Representative Council's (SRC) Report to Council
- The Student Services Council's Report to Council
- The Institutional Forum's Report to Council
- The Convocation Report to Council

Corporate Governance pre-determined objective

As far as governance efficiency is concerned, the UJ Strategic Plan for 2024 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by the Council). An average score of 85% was achieved against a target of 85%, which reflects a slight decrease when compared with 2023 (86%).

Bettine van Vuuren (Prof)
Registrar

Declaration of interests and positions of trust

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

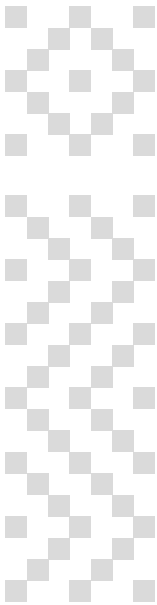
Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal

Register declaration of interests and positions of trust

The register reflecting the declaration of interests and positions of trust by Council members was compiled by the Registrar and submitted to the Council at its first meeting in March 2024.

Xoliswa Kakana (Ms)
Chairperson of Council





Council and Council Committees' Governance Report

OVERVIEW

- Council composition
- Council and Council Committee attendance
- Council Committees' purpose
- Council and Council Committee performance reviews
- Matters of significance considered by the Council

Council composition

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

Table 7: Council composition

| Name of member | Capacity as per Statute requirements | Term of office | Gender and race | | Age range | | | | | Tenure on Council | | | |
|----------------|---|--|-----------------|------|----------------|----------|----------|----------|--------------|-------------------|--------------|---------------|-------------------|
| | | | Gender | Race | 30 and younger | 30 to 49 | 50 to 59 | 60 to 69 | 70 and older | 0 to 3 years | 4 to 6 years | 7 to 10 years | 10 years and more |
| Mr FM Baleni | Representative: Broad spectrum of expertise Co-opted | 1 August 2019 – 31 July 2024 (third term) 1 August 2024 – 31 January 2025 | M | B | | | | x | | x | | | x |
| Dr H Coovadia | Representative: Academic employees | 1 September 2023 – 30 June 2024 | M | I | | x | | | | x | | | |
| Ms K Gugushe | Ministerial appointee | 1 July 2022 – 30 June 2027 (second term) | F | B | | x | | | | | | x | |



| Name of member | Capacity as per Statute requirements | Term of office | Gender and race | | Age range | | | | | | Tenure on Council | | | |
|-----------------|--|--|-----------------|------|----------------|----------|----------|----------|--------------|--------------|-------------------|---------------|-------------------|--|
| | | | Gender | Race | 30 and younger | 30 to 49 | 50 to 59 | 60 to 69 | 70 and older | 0 to 3 years | 4 to 6 years | 7 to 10 years | 10 years and more | |
| Ms X Kakana | Representative: Broad spectrum of expertise | 1 April 2023 – 31 March 2028 (second term) | F | B | | | | x | | | x | | | |
| Prof S Khan | Deputy Vice-Chancellor: Academic | 1 April 2023 – 28 February 2028 (first term) | F | C | | x | | | | x | | | | |
| Ms L Khumalo | Representative: Broad spectrum of expertise | 1 August 2023 – 31 July 2028 (first term) | F | B | | x | | | | x | | | | |
| Mr N Magoro | Representative: Non-academic employees | 1 September 2023 – 31 August 2028 (first term) | M | B | | x | | | | x | | | | |
| Mr B Malotane | Representative: Student Representative Council | 1 January 2024 – 31 December 2024 | M | B | x | | | | | x | | | | |
| Ms L Mateza | Ministerial appointee | 1 February 2023 – 31 January 2028 (first term) | F | B | | x | | | | x | | | | |
| Prof T Meyer | Representative: Broad spectrum of expertise | 14 June 2023 – 13 June 2028 (first term) | M | W | | | | x | | x | | | | |
| Dr A Mokoena | Representative: Broad spectrum of expertise | 1 January 2023 – 31 December 2027 (first term) | M | B | | x | | | | x | | | | |
| Mr A Mokua | Representative: Student Representative Council | 1 January 2024 – 31 December 2024 | M | B | x | | | | | x | | | | |
| Prof A Moteetee | Representative: Senate | 1 August 2023 – 31 July 2028 (first term) | F | B | | | | x | | x | | | | |
| Ms N Molope | Representative: Broad spectrum of expertise | 1 January 2022 – 31 December 2026 (first term) | F | B | | | | x | | x | | | | |
| Prof L Mpedi | Vice-Chancellor and Principal | 1 March 2023 – 29 February 2028 (first term) | M | B | | x | | | | x | | | | |



| Name of member | Capacity as per Statute requirements | Term of office | Gender and race | | Age range | | | | | Tenure on Council | | | |
|------------------------|---|--|-----------------|------|----------------|----------|----------|----------|--------------|-------------------|--------------|---------------|-------------------|
| | | | Gender | Race | 30 and younger | 30 to 49 | 50 to 59 | 60 to 69 | 70 and older | 0 to 3 years | 4 to 6 years | 7 to 10 years | 10 years and more |
| Mr L Mpunzi | Representative: Convocation | 15 September 2022 – 14 September 2025 (first term) | M | B | | x | | | | x | | | |
| Ms N Mvubu | Representative: Convocation | 1 December 2022 – 30 November 2024 (first term) | F | B | | x | | | | x | | | |
| Dr Y Ndema | Ministerial appointee | 1 March 2022 – 28 February 2027 (second term) | F | B | | x | | | | | | x | |
| Dr N Rashied | Representative: Academic employees | 1 November 2024 – 31 October 2029 (first term) | F | B | | x | | | | x | | | |
| Mr V Ratshefola | Representative: Broad spectrum of expertise | 1 August 2024 – 31 July 2029 (first term) | M | B | | | | x | | x | | | |
| Prof A Strydom | Representative: Senate | 1 August 2023 – 31 December 2026 (second term) | M | W | | | | x | | | | x | |
| Mr U Tshotwana | Ministerial appointee | 22 May 2024 – 21 May 2029 (first term) | M | B | | x | | | | x | | | |
| Ms T Zondi | Ministerial appointee | 24 April 2024 – 23 April 2029 (first term) | F | B | | x | | | | x | | | |

In 2024, the attendance at the Council meetings was very good, averaging 84%. Attendance at Council committee meetings was very good, ranging from 79% to 100%. The detailed attendance figures are as follows (indicating the number of meetings that members attended, and the number to which they were invited).



Table 8: Council and Council Committee attendance

| Members | Capacity as per Statute requirements | Council | ARCC | EXCO | FSCC | HRSEC | PRCC | REMCO |
|-------------------------|--|---------|------|------|------|-------|------|-------|
| EXTERNAL MEMBERS | | | | | | | | |
| Mr FM Baleni | Representative: Broad spectrum of expertise/co-opted | 4/4 | | 4/4 | 4/4 | 9/9 | | 5/5 |
| Ms K Gugushe | Ministerial appointee | 3/4 | | 3/4 | 4/4 | | | 5/5 |
| Ms X Kakana | Representative: Broad spectrum of expertise | 4/4 | | 4/4 | | | 3/4 | 4/5 |
| Ms L Khumalo | Representative: Broad spectrum of expertise | 3/4 | | | | 7/9 | 4/4 | |
| Ms L Mateza | Ministerial appointee | 3/4 | 2/2 | | 4/4 | | | |
| Prof T Meyer | Representative: Broad spectrum of expertise | 2/4 | | | | | 1/2 | |
| Dr A Mokoena | Representative: Broad spectrum of expertise | 3/4 | 3/4 | | | 2/3 | 3/3 | |
| Ms N Molope | Representative: Broad spectrum of expertise | 3/4 | 4/4 | | | | | 1/5 |
| Mr L Mpunzi | Representative: Convocation | 4/4 | | | | 8/8 | | |
| Ms N Mvubu | Representative: Convocation | 4/4 | | | | | | |
| Dr Y Ndema | Ministerial appointee | 4/4 | | 3/4 | 4/4 | | 4/4 | 4/5 |
| Mr V Ratshefola | Representative: Broad spectrum of expertise | 1/2 | | 2/2 | | 3/5 | | 1/2 |
| Mr U Tshotwana | Ministerial appointee | 0/3 | | | | | | |
| Ms T Zondi | Ministerial appointee | 3/3 | 2/2 | | 1/1 | | | |
| CO-OPTED MEMBER | | | | | | | | |
| Ms R Potgieter | Co-opted member of the ARCC | | 4/4 | | | | | |
| INTERNAL MEMBERS | | | | | | | | |
| Dr H Coovadia | Representative: Academic employees | 2/2 | | | | | | |
| Prof S Khan | Deputy Vice-Chancellor: Academic | 3/4 | | | | | | |
| Mr N Magoro | Representative: Non-academic employees | 3/4 | | | | | | |
| Mr B Malotane | Representative: Student Representative Council | 4/4 | | | | | | |
| Mr A Mokua | Representative: Student Representative Council | 4/4 | | | | | | |
| Ms N Mamorare | Chief Financial Officer | | | | 4/4 | | | |
| Prof A Moteetee | Representative: Senate | 4/4 | | | | | | |



| Members | Capacity as per Statute requirements | Council | ARCC | EXCO | FSCC | HRSEC | PRCC | RESCO |
|-----------------------|--------------------------------------|---------|------|------|------|-------|------|-------|
| Prof L Mpedi | Vice-Chancellor and Principal | 4/4 | | 4/4 | 4/4 | 8/8 | 3/4 | |
| Dr N Rashied | Representative: Academic employees | 1/1 | | | | | | |
| Dr M Ralephata | Chief Operating Officer | | | | | 7/9 | | 4/4 |
| Prof A Strydom | Representative: Senate | 3/4 | | | | | | |

Council Committees' purpose

The Council committees are constituted in accordance with their respective charters, which are reviewed annually. These committees comprise a majority of external Council members, who are neither employees nor students.

Audit and Risk Committee of Council (ARCC)

Purpose

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

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

Executive Committee of Council (Council Exco)

Purpose

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

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

Financial Sustainability Committee of Council (FSCC)

Purpose

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



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

Human Resources and Social Ethics Committee of Council (HRSEC)

Purpose

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

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

Projects and Resourcing Committee of Council (PRCC)

Purpose

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

Remuneration Committee of Council (REMCO)

Purpose

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

ELG remuneration and related matters

- Determines and approves conditions of service of members of the ELG outside of standard conditions of service.
- Reviews and determines, on an annual basis, the remuneration of the members of the ELG, including the



salary bands, based on (a) consideration of performance against the objectives set each year and (b) the comparative information on salaries and other benefits and conditions of service in the sector.

- Approves any remuneration offers to the ELG members that may exceed the approved salary bands.
- Ensures that all provisions regarding the disclosure of remuneration, including pensions and additional income of ELG members, are fulfilled.
- Approves the design of any performance-related pay schemes for ELG members and approves the total annual payments made under such schemes.
- Obtains external, specialist remuneration advice on the appropriateness of staff salary levels under its purview when necessary.
- Approves severance settlement for the members of the ELG.

Council membership

Acts as the Council membership committee. This function includes the following:

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

The following joint committee was operational in 2024: UJ Awards Committee (joint Council and Senate Committee).

Council and Council Committee performance reviews

In 2024, the Council and its committees conducted streamlined performance reviews by answering four key questions. The focus areas identified from these reviews will receive attention in 2025.

Matters of significance considered by the Council

General governance

- The appointment of recommended Council members in the category, six members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies.
- The appointment of the ARCC Chairperson and external Council members on statutory and other applicable committees.
- The co-option of Mr Baleni to the Council for six months, including extending his term on the various statutory committees.
- The 2024 DHET Mid-Year APP.
- The 2025 DHET APP.
- The 2025 institutional strategic KPIs.
- The revised charters of the Council and its committees.
- The Council Schedule of Business for 2024.
- The revised Rules for Effective Meetings.
- The 2023 UJ Council Self-Assessment for submission to DHET.
- The UJ Annual Report for 2023 for submission to DHET.
- The 2024 Mid-Year Financial Performance Review for submission to DHET.

Policies, frameworks, and delegations

- The revised Policy on Academic Categories and Promotions Criteria and Processes.
- The revised Policy on Retirement.
- The revised ELG Remuneration Policy.
- The revised Policy on the Appointment and Reappointment of ELG Members, excluding the Vice-Chancellor.

Finance-related matters

- The 2025 budget and fee increases.
- The Catalytic Resourcing Plan for Global Excellence and Stature 4.0 for Societal Impact funding request.



- The proposed fundraising strategy for 2025 to 2030.

Audit-related matters

- The 2023 Audited Annual Financial Statements and Going Concern Consideration.
- The Statement on Risk Management.
- The Institutional Risk Register.

Physical assets and related matters

- The renaming of the meeting rooms in Madibeng, APK, to the new UJ values as per the Strategic Plan 2035.
- The renaming of the Atrium Building to UJ on Stanley.

Human resources-related matters

- Recommended ELG appointments/reappointments.
- The Employment Equity Plan for 2025 to 2027.
- The Annual Employment Equity Report for the period of September 2023 to August 2024 (for submission to the Department of Employment and Labour).
- The Institutional Transformation Plan.

Core business and academic support services

- The 2025 Enrolment Plan.

Awards

- The conferral of honorary doctorate degrees on the following individuals for the 2025 academic year: Ms M Busby, Ms A Krog, Ms B Masekela, Mr K Motlanthe, Prof A Msezane, Prof W Nkuhlu, and Sr A Ntleko.
- The awarding of the Ellen Kuzwayo Council Award to Mr L Twala.
- The awarding of the Alumni Dignitas Award to Mr W Kellerman.



Bettine van Vuuren (Prof)

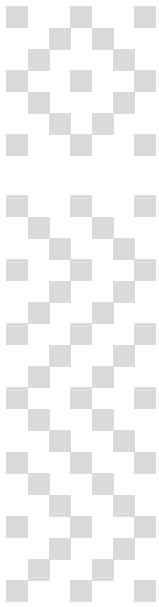
Registrar



Xoliswa Kakana (Ms)

Chairperson of Council





Senate and Senate Committees' Governance Report

OVERVIEW

- Senate and Senate committees
- Declaration of agenda-based interests
- Senate and Senate Committee attendance
- Senate and Senate Committee performance reviews
- Matters of significance considered by the Senate

Senate and its committees

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

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

Declaration of agenda-based interests

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

Senate and Senate Committee attendance

In 2024, ordinary and special Senate meetings were held on the following dates: 14 March 2024, 12 June 2024, 23 July 2024 (special), 18 September 2024, and 13 November 2024.

Attendance at the Senate meetings was good, averaging 68%. Attendance at Senate committee meetings was very good, ranging from 75% to 95%.

Senate and Senate Committee performance reviews

In 2024, the Senate and its committees conducted streamlined performance reviews by answering four key questions. The focus areas identified from these reviews will receive attention in 2025.

Matters of significance considered by the Senate

- The Vice-Chancellor's quarterly reports.

The following was recommended to the Council for approval:



- The revised Policy on Academic Categories, Appointment and Promotion Criteria and Processes.
- The Enrolment Plan for 2025.
- The conferral of honorary doctorates on the following candidates for the 2025 academic year: Prof W Nkuhlu, Mrs B Masekela, Ms M Busby, Ms A Krog, Mr K Motlanthe, Sr A Ntleko, and Prof A Msezane.

The following was approved:

- Policies:
 - Postgraduate Research Fellowship Policy.
 - Replacement of the 2019 Quality Promotion Policy with the 2024 Policy on Quality Promotion.
 - Policy on Research Ethics and revised Research Ethics Standard Operating Procedures.
 - Revised Policy on Short Learning Programmes.
 - Revised Policy on Tutoring and Tutors.
 - Revised Policy on Timetable Construction.
 - Revised Policy on URC Incentives.
- The offering of the following new subsidised programmes:
 - Master of Biomedical Engineering in the Faculty of Engineering and the Built Environment.
 - MPhil in Healthcare Innovation and Technology in the Faculty of Health Sciences.
 - Specialisation to the DPhil: Sport Movement in the Faculty of Health Sciences.
- The offering of new non-subsidised programmes (via the Senate VC Circular):
 - Higher Certificate in Marketing and Sales in the College of Business and Economics.
 - BEd Intermediate Phase Teaching in the Faculty of Education.
- Name changes:
 - The name change of the Department of Science and Technology Education to the Department of Mathematics, Science and Technology Education.
 - The name change of the Institute for Intelligent Systems to the Institute for Artificial Intelligent Systems.
- The Academic Calendar for 2026.
- Senate Schedule of Business for 2024.
- Charters:
 - The revised charters of the Senate and its Committees.
 - The revised Charter of the Timetable Committee.
- The establishment of, and charters for the following centres:
 - The Centre of Applied Research and Innovation in the Built Environment.
 - The Sibanye-Stillwater Centre for Sustainable Mining.
 - The Salient Patterns Artificial Intelligence Research Centre.
- The offering of the following continuing education programmes (via the Senate VC Circular):
 - Corporate Governance and Compliance Management (blended and distance offerings).
 - Business Decision Making (blended and distance offerings).
 - Introduction to Business Law (blended and distance offerings).
 - Labour Relations (blended and distance offerings).
 - Management Principles (blended and distance offerings).
 - Human Resource Management (blended and distance offerings).
 - Financial Risk (blended and distance offerings).
 - Fundamentals of Financial Services (blended and distance offerings).
 - Marketing Management (blended and distance offerings).
 - Accounting Aspects (blended and distance offerings).
 - Advanced Mathematics for Nuclear Energy (blended).
 - Advanced Nuclear Engineering (blended).
 - Computational Fluid Dynamics for Nuclear Energy (blended).
 - Computational Physics for Nuclear Science (blended).
 - Environmental and Nuclear Waste Science (blended).
 - Experimental Projects (blended).
 - Introduction to Nuclear Engineering.



- Introductory Mathematics for Nuclear Energy.
- Machine Learning for Nuclear Energy.
- Economics of Nuclear Energy.
- Nuclear Materials and the Nuclear Fuel Cycle.
- Nuclear Physics for Power Reactors.
- Nuclear Project Management.
- Radiation and Radiological Protection.
- Risk Analysis and Safe Reactor Operations.
- Special Relativity and Quantum Mechanics for Nuclear Applications.
- Interpretable Machine Learning.
- Applied Machine Learning.
- Convex Optimisation for Machine Learning.
- Machine Learning System Design.
- Mathematical Statistics and Data Analysis for Engineers.
- Probabilistic Graphical Models.
- Sustainability Management (blended).
- Hospitality Management I (blended).
- Hospitality Management II (blended).
- Hospitality Management III (blended).
- Legislative Process and Lawmaking.
- Parliamentary Oversight and Accountability.
- Public Engagement and Participatory Democracy.
- The applications for amendments to the existing academic programmes/rules/regulations (via the Senate VC's Circular).
- Considering reports from the Senate committees.

Bettine van Vuuren

Bettine van Vuuren (Prof)

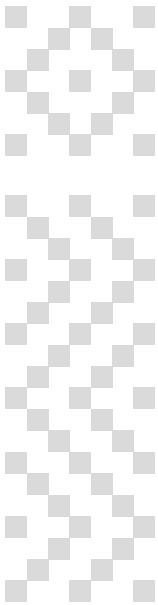
Registrar

Letlhokwa Mpedi

Letlhokwa Mpedi (Prof)

Vice-Chancellor and Principal





Management Executive Committee (MEC) Report

OVERVIEW

- MEC composition
- Declaration of interests
- MEC committees
- MEC meeting dates and attendance
- MEC and MEC Committee performance reviews
- Matters of significance considered by the MEC

MEC Composition

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

Declaration of interests

The principle of agenda-based declaration of interest is executed at all the MEC Committee meetings and reflected in the meetings' minutes.

MEC committees

The following MEC Committees were operational in 2024:

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

MEC meeting dates and attendance

Ordinary MEC meetings were held on the following dates in 2024: 24 January 2024, 20 February 2024, 12 March 2024, 30 April 2024, 21 May 2024, 18 June 2024, 30 July 2024, 20 August 2024, 25 September 2024, 22 October 2024, 19 November 2024.

Special MEC meetings were held on the following dates in 2024: 16 January 2024, 6 February 2024, 9 April 2024, 7 May 2024, 4 June 2024, 16 July 2024, 6 August 2024, 9 and 12 September 2024, 8 October 2024, 26 November 2024.

MEC strategic breakaway sessions took place on the following dates in 2024: 29 January 2024, 3 and 4 June 2024, and 4 November 2024 to 6 November 2024.



The overall attendance at the MEC meetings was excellent, reflecting an attendance rate of 97,5%. The attendance of the MEC committees was satisfactory, and all of the meetings were quorate.

MEC and MEC Committee performance reviews

In 2024, the MEC and its committees conducted streamlined performance reviews by answering four key questions. The focus areas identified from these reviews will receive attention in 2025.

Matters of significance considered by the MEC

Governance and related matters

- Recommending the following to the Council, via appropriate structures, for approval:
 - External members to fill vacancies on the Council committees to the Council via the appropriate structures, for consideration and approval.
 - That in line with Clause 10.3 of the UJ Statute, Mr F Baleni should be co-opted to the Council for six months from 1 August 2024 based on his significant skills, experience and contributions to UJ, specifically in the human resources domain, which will ensure a smooth handover period to the incoming HRSEC Chairperson.
 - Amendments to the charters of the Council and its committees
 - The revised Rules for Effective Meetings.
- Recommending the revised MEC Corporate Governance Responsibilities to the Council Exco for approval.
- Appointing members on selection committees in line with the applicable policies.
- Approving the following:
 - The revised charters of MEC committees.
 - The 2025 Year Programme.
- Discussing the outcomes of the 2024 performance reviews of statutory committees.
- Discussing the 2024 attendance of statutory committees.

Planning related matters

Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:

- The UJ Strategic Plan Indicators and Targets for 2025.
- The draft Catalytic Resourcing Plan for Global Excellence and Stature 4.0 for Societal Impact.
- The DHET Annual Performance Plans (APP) for 2025.
- Quarterly progress reports on the achievements against the UJ APP for 2024.
- The 2024 Mid-Year Report on the Annual Performance Plan for submission to DHET.
- The 2024 Mid-Year Financial Report for submission to DHET.

Policies and processes

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The UJ Annual Report for 2023.
 - The revised Policy on Academic Categories, Appointment and Promotion Criteria, and Processes.
 - The revised Policy on Retirement.
 - The revised ELG Remuneration Policy.
 - The revised Policy on ELG Appointments and Reappointments, excluding the VC.
- Approving the following policies/procedures/processes:
 - The revised Policy on at-risk Individuals.
 - The revised Vice-Dean Appointment Process.
 - The Policy on Dispute and Litigation Learnings.
 - The revised Promotion of Access to Information Act Manual.
 - The Cybersecurity Awareness and Training Policy.
 - The revised House Warden Policy.
 - The revised Policy on Occupational Health.
 - The revised Policy on Persons with Disabilities.
 - The revised Asbestos Management Procedures.



Academic, research, student and academic administration-related matters

- Approving the following:
 - Agreements between UJ and other institutions in line with the Financial Delegation of Authority.
 - The reappointment of the SRC Electoral Committee for the 2025 SRC elections.
 - The provisional Enrolment Plan for 2026 to 2030 (for submission to DHET).
- Discussing the following:
 - Updates on the 2024 registrations.
 - Updates on NSFAS matters (including accommodation-related matters).

Finance, commercialisation and risk-related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The revised 2024 budget.
 - The proposed budget for 2025, including the 2025 fee increases.
 - The proposed CAPEX budget for 2025.
 - The Fundraising Strategy, 2025 to 2035.
 - The updated Institutional Risk Register.
- Approving the following:
 - Tenders in line with the Financial Delegation of Authority.
 - The 2025 budget guidelines.
 - The 2024 Procurement Plan.
 - The change in bank signatories for investment management purposes.

Human resources and related matters

- Recommending the following to the Council for approval:
 - The Annual Employment Equity Report to the Department of Employment and Labour to the Council.
 - The draft Employment Equity Plan for 2025 to 2027.
 - The Institutional Transformation Plan.
- Recommending the following to the Council Exco for approval:
 - The proposed mandate for the 2024 salary negotiations.
 - The 2024 honoraria payable to external Council members for attending applicable statutory committee meetings.
- Approving the following:
 - The recommended appointment of employees in line with the Policy on Resourcing.
 - The appointment of vice-deans and heads of departments/schools in line with the relevant processes.
 - Approving the selection panel's recommendations regarding the appointment of distinguished professors and distinguished visiting professors, for ratification by Senex.
 - The extension of the hybrid working arrangement for 2025.
- Reviewing and moderating the 2024 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2024 performance reviews for staff below the ELG level.

Awards

- Approving the recommended candidates for the VCs Distinguished Awards in the following categories:
 - Teacher Excellence
 - Most Promising Young Teacher
 - Outstanding Researcher of the Year
 - Most Promising Researcher
 - Innovation of the Year
 - Highly Cited Researcher
 - Service Beyond the Normal Call of Duty



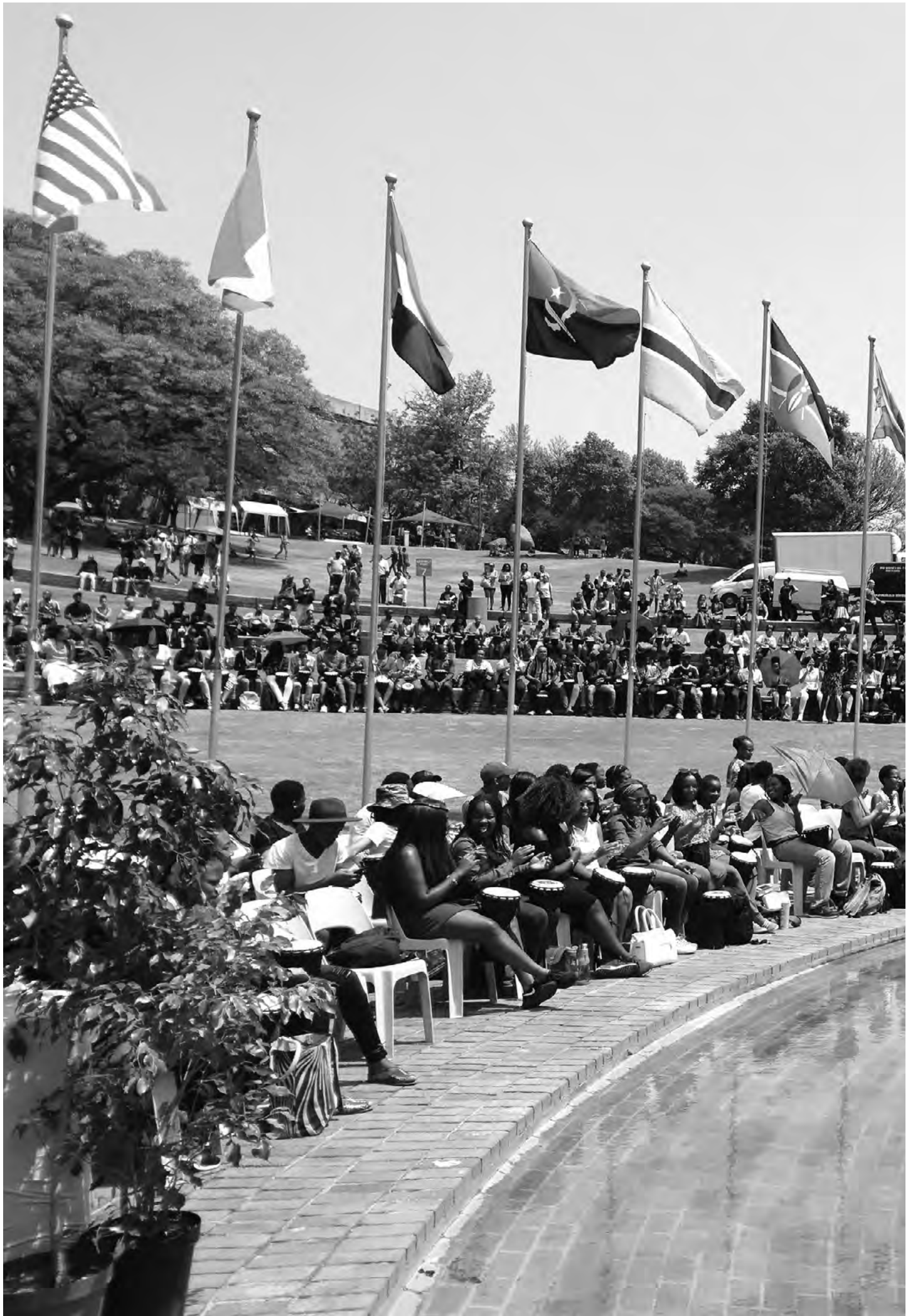
Other matters

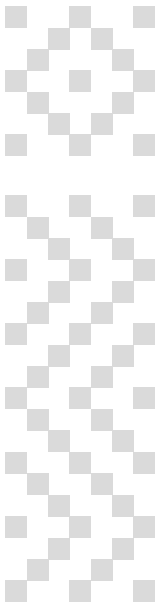
- Recommending the renaming of the Atrium Building to UJ on Stanley to the Council for approval.
- Approving the following:
 - The appointment/reappointment of employer trustees on the UJ Defined Benefit Pension Fund, the UJ Pension Fund and the UJ Provident Fund.
 - The name changes of the Madibeng meeting rooms to the new UJ values (Impact, Inclusion, Inclusivity and Integrity).
- Discussing planning for notable events such as the launch of the Strategic Plan 2035, UJ's 20-year celebrations, and the UJ Societal Impact Project: Gwawkwani, Matatani and Mbodi villages.

**Letlhokwa Mpedi (Prof)**

Vice-Chancellor and Principal







Student Representative Council (SRC) Report

OPERATING CONTEXT

The UJSRC for 2024 was duly elected towards the end of 2023. The entire elections and the constituting of the UJSRC were observed and audited by the independent auditor in addition to the observers prescribed by the SRC Electoral Policy. In this way, the legitimacy of the UJSRC for 2024 was based on the policies and the process undertaken.

Functionality of the UJSRC

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

The SRC supported the initiatives of the University, which included actively participating in programmes aimed at enhancing student wellness, mental and physical health, emotional stability, and safety and security, as well as the meal assistance programme and the provision of hygiene and sanitary packs. In addition to support for the UJ-owned residences, the SRC worked closely with Student Affairs, the Student Health and Wellness Centre, PsyCaD, Protection Services, Occupational Safety, and Facilities Management, to ensure that students at the University who stayed in privately owned student accommodation were also safe and secure while pursuing their respective studies.

SRC programmes

The SRC organised programmes, such as the all-residence concert, residence cultural activities, sing it out, and academic support activities. In addition, the coordination of the activities of the student societies and house committees were either facilitated or supported by the SRC.

Conclusion

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

- Academic registration process.
- Allocation of the SRC Trust Fund money to deserving students.
- Amicable participation by the SRC in the fee consultation process for the 2024 academic year.
- Navigation, together with the University, of the challenges of interrupted supply of electricity and water, particularly on the APB and SWC Campuses.



Elections for the 2025 SRC

The SRC elections for 2025 took place from 9 to 11 October 2024. There were 14 100 institutional votes out of 50 391 eligible students, for a voter turnout of 26%. Forty-eight SRC members were elected. Of the 48 elected SRC members, 47 were student organisation candidates and one was an independent candidate, with 29 males and 19 females. All the members elected had a pass rate of 100% of their previous year's registered modules.

The UJSRC was constituted in its five parts (central SRC and four campus SRCs) by the Electoral Committee. As in the previous year, the entire elections and constituting of the UJSRC were observed and audited by the independent auditor in addition to the observers prescribed by the SRC Electoral Policy. In this way, the legitimacy of the UJSRC was based on the policies and the process undertaken.

The elected SRC members were orientated on their tasks and responsibilities during an induction ceremony on UJ Island in November 2024. They were sworn into office during the February 2025 inauguration.



Nomsa Mahlangu (Ms)

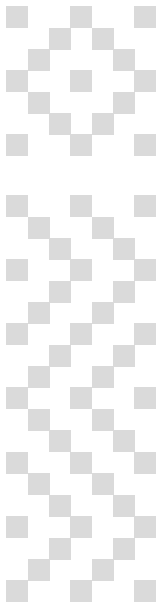
Senior Director: Student Affairs
(Acting)



Bongani Ngqulunga (Prof)

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





Student Services Council (SSC) Report

OVERVIEW

The Student Services Council (SSC) is an advisory body to the Management Executive Committee and the UJ Student Representative Council and is envisaged as operating within and in accordance with the provisions of its Charter. According to the Charter, the membership of the SSC is constituted by employees and students from the various student stakeholder bodies. Representatives from Student Affairs, Finance, Revenue and Governance, Operations, Sport, Academic Development and Support, Library and Information Services, Information and Communication Services (ICS), and Facilities Management (including Infrastructure Development) are required to participate in and attend meetings of the Student Services Council. Student representatives are drawn from house committees, day houses, student societies and the SRC. The SSC is expected to meet at least quarterly.

In 2024, the functions and activities of the Student Services Council were attended to by the Student Wellness Committee and by an established coordinating forum, which brought together Student Affairs, Protection Services and Facilities Management (including Infrastructure Development), as well as student leadership. Together, the Student Wellness Committee and the Coordinating Forum advised the MEC and the UJ SRC on student matters, such as student wellness, reintegrating students into campus life and contact learning, residences, and the supply of water and electricity.

Student Affairs continues to drive the constitution of the Student Services Council, as it is a requirement prescribed by the Higher Education Act 101 of 1996 with its amendments.

Principles underlying the Student Wellness Committee and the Coordinating Forum

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

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



Conclusion

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



Bongani Ngqulunga (Prof)

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





Institutional Forum (IF) Report

OVERVIEW

The Institutional Forum (IF) functions in terms of section 31 of the Higher Education Act 101 of 1996 and in terms of Chapter 5 of the UJ Statute.

The IF held four ordinary meetings and four special meetings (the latter to consider recommendations from selection committees on senior management appointments to provide advice to the Council on such recommended appointments). The dates of the meetings were as follows: 12 February 2024, 18 March 2024 (special meeting), 20 May 2024, 13 August 2024, 26 September 2024 (special meeting), 23 October 2024, and 22 November 2023 (special meeting).

The overall attendance at the IF was good, reflecting an attendance rate of 75%.

IF performance review

In 2024, the IF conducted a streamlined performance review by answering four key questions. The focus areas identified from these reviews will receive attention in 2025.

The following matters of importance were supported or considered by the IF

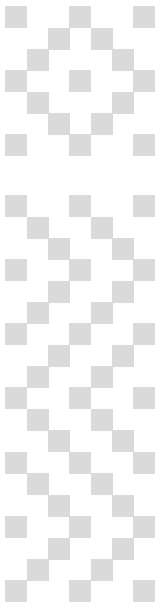
- Supporting the Charter of the IF and recommending it to the Council for consideration.
- Supporting the Report on Employment Equity.
- Supporting the Institutional Transformation Plan.
- Supporting the process of Renaming Spaces.
- Providing quarterly feedback on the achievements of UJ's Annual Performance Plan.
- Advising the Council on the appointment/reappointment of ELG members.
- Approving the 2024 IF Schedule of Business.
- Conducting an online IF performance review for 2024.
- Conducting a performance review of the MEC Corporate Governance Responsibilities relating to Transformation for 2024.



Bettine van Vuuren (Prof)

Registrar





Convocation Report

OVERVIEW

Convocation is the official interface between UJ and its alumni and the primary channel through which UJ alumni can pass their opinions on to the University for consideration. Convocation supports the entire spectrum of activities devoted to consulting, informing, representing, and supporting UJ alumni. Convocation is a part of the University's structure and does not exist outside it.

Convocation composition

The Executive Committee of Convocation (Exco) comprised seven members, namely Mr L Mpunzi (President); Prof B Jansen van Vuuren (Registrar); Dr N Ledwaba (Senior Manager: Alumni Office); Mr N Magoro (Member of Exco); Prof L Mpedi (Vice-Chancellor); Ms N Mvubu (former Deputy President); and Mr K Rammutla (Member of Exco).

Following the resignation of Prof B Diale (then Deputy President until 30 September 2023), Ms Mvubu was elected by Exco members as the Deputy President (from 1 November 2023) in terms of procedures prescribed by the Convocation Constitution. The Exco vacancy that was created by the adoption of this process was replaced by Mr K Malika, following an election process conducted in August 2024.

Mr K Rammutla resigned as a member of Exco on 15 August 2024. Ms Mvubu's term of office ended on 30 November 2024. The election process to fill the vacant positions will be initiated.

On 17 January 2024, the Convocation Exco had a strategic session, providing feedback on projects identified in 2023: the Alumni House, the establishment of affinity groups, graduate unemployment, entrepreneurship and wellness programmes.

The Exco hosted the Convocation Annual General Meeting (AGM) on 19 September 2024, which unfortunately collapsed. The meeting was inquorate, with poor online attendance.

The following matters were highlighted during the Convocation Exco meetings

- The establishment of an Association of ExcOs of Convocation across universities nationally
 - A national dialogue was held at UJ, with the invitation having been extended to 14 other universities. Areas of common interest highlighted included the continued crisis of rising student/graduate debt and the preservation of relevance, integrity, quality and value of qualifications offered by the respective institutions.
- 2024 Convocation Exco projects
 - Affinity Groups and Chapters.
 - Graduation Employability.
 - Development and Fundraising.
- Role of the Convocation in Higher Education
 - Strategic planning was essential for fostering stronger ties between UJ and the Alumni.



- Fundraising initiatives were a key focus for UJ, with opportunities for involvement from the alumni and the Convocation Exco.
- Convocation election
 - Mr K Malika was elected as a member of Exco. His term of office started on 20 August 2024.
- Alumni Office updates
 - Graduations went well.
 - The Alumni Magazine was published.

The Convocation Exco will continue to build on the steady gains that it made during 2024. The Convocation Exco displayed dedication and proactiveness in ensuring that planning and events were successfully completed.

CONCLUSION AND WAY FORWARD

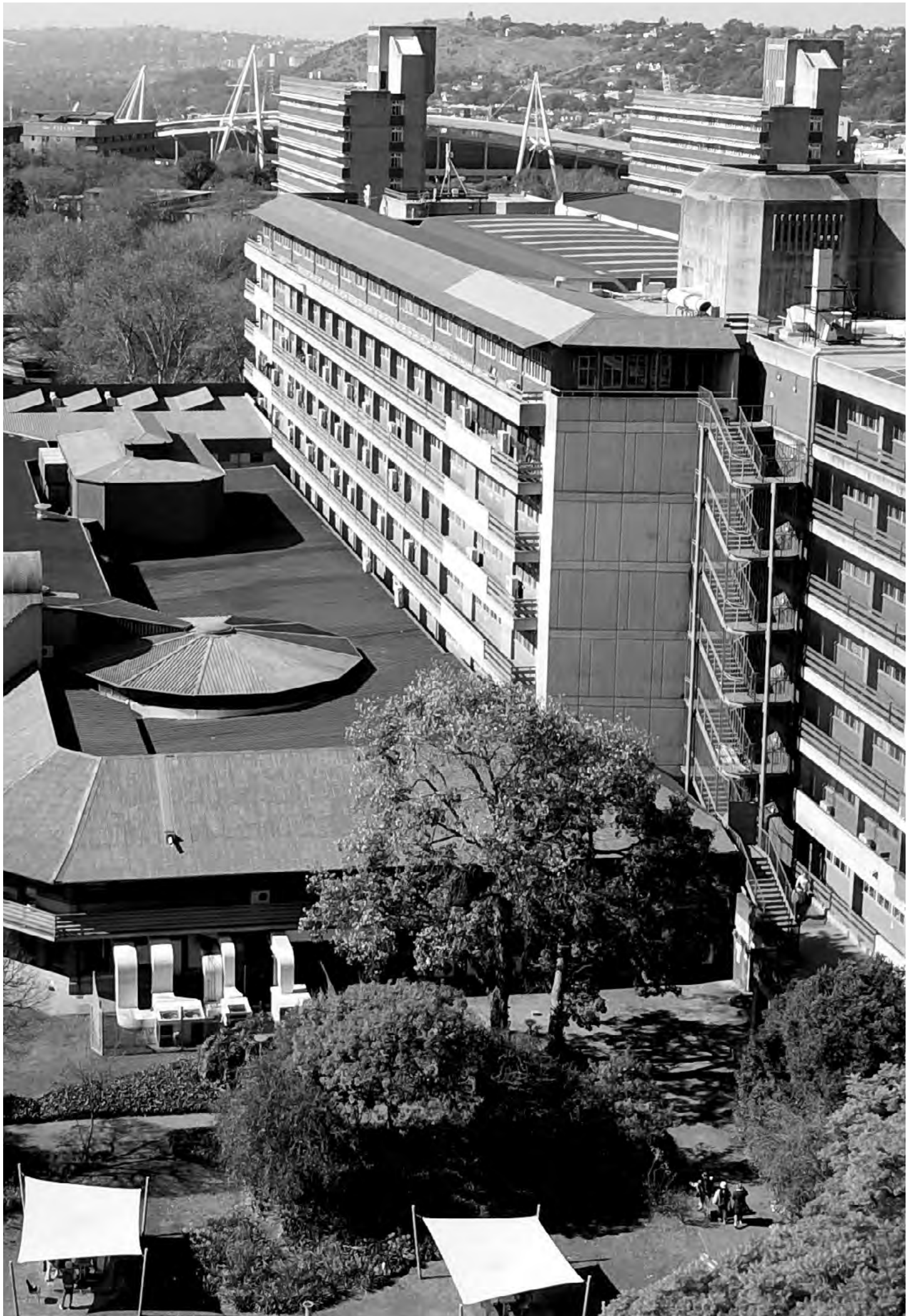
The above report confirms that UJ's processes, policies, and procedures comply with good governance principles. Continuous evaluations are done to ensure high standards are maintained, and areas for improvement are identified.



Leslie Mpunzi (Mr)

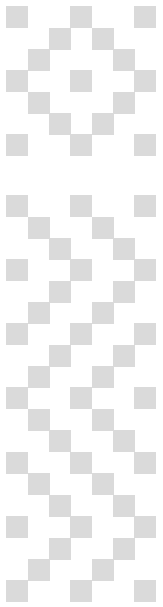
President of the Convocation





Section FOUR





Strategic Themes under the Strategic Plan 2035

Societal Impact and Sustainability, Global Footprints and Partnerships, and Technology for the Future

OVERVIEW

The UJ Strategic Plan 2035 (the Plan) foregrounds three strategic themes namely societal impact and sustainability, global footprints and partnerships, and technology for the future. As a university immersed in its society, the economy, and the environment, UJ takes an integrated approach to addressing the challenges of our time and of the future, and to furthering societal impact and sustainability from an African and Global South perspective. UJ aims to be a driver of positive change in our communities and society, transforming and serving humanity through innovation and the collective and collaborative pursuit of knowledge. As a university, we are acutely aware that we borrow the Earth from our children rather than inherit it from our ancestors.

Sustainability has always been part of the goals of the University of Johannesburg, and for many years, we have been measuring aspects related to how we use scarce resources and affect the planet. To further strengthen this, in the *UJ Strategic Plan 2035*, we have elevated this focus and understood it in a more holistic and coordinated way. We have coupled it with making a positive societal impact and broadened it to include all aspects of the University's activities – from curriculum development to research and innovation, to community engagement, and to how the University as an organisation positions itself relative to the major environmental, social and governance challenges of the present and of future scenarios. The Plan incorporates how we will use emerging technologies in support of both a smart and a sustainable university, and how we will extend our global footprint through our societal impact. The themes are strongly interlinked, and a systemic approach to societal impact and sustainability is thus writ large in all core areas of the Plan. It is evident in our values, principles, intentions, priorities, and actions. It underlies how we teach, what we research, with whom we partner, and how and with whom we do business.

In line with this vision, UJ is building on what is already a well-developed foundation. For many years, UJ has been taking sustainability well beyond our campus operations and has also been embedding sustainability into its research, teaching, and community outreach – many of these projects make use of, and develop, technologies for the future. From pioneering green infrastructure projects and reducing our carbon footprint to advancing interdisciplinary research on climate resilience and sustainable development, we have shown a commitment to being a catalyst for environmental stewardship. Our goal is to educate future leaders and empower them to create sustainable solutions that serve both people and the planet.

Faculty and divisional work presented below confirms that initiatives addressing the present and future challenges have been underway for a good number of years, and indeed, in many cases have already had considerable impact, including for the betterment of the societies we serve. At the same time, the challenge posed by *UJ's Strategic Plan 2035* has inspired all with renewed determination to contribute to this concerted institution-driven approach from their intellectual resources and disciplinary perspectives.



TECHNOLOGY FOR THE FUTURE

The University of Johannesburg continues to play a leading role in embracing technology as a cornerstone of our educational and research strategies, fostering sustainable development, and creating a meaningful societal impact. Our commitment to integrating innovative technologies remains paramount, as we strive to prepare our students for a future that is not only technologically advanced but also socially responsible. UJ also continues to show leadership in the field of 4IR. There was a 55% increase in research production in the broad field of 4IR in 2024, and over 200 UJ-hosted public lectures and conferences on 4IR.

As one of South Africa's largest residential universities, UJ leverages cutting-edge technologies to streamline business processes and facilitate the rapid analysis and processing of large volumes of data. Within the professional support environment, the adoption of innovative technological solutions positions UJ at the forefront of academic support nationally. For example, Central Academic Administration has developed systems that enable the efficient processing of large volumes of student applications within remarkably short timeframes. Several administrative processes have also been automated to ensure optimal operational support.

In the academic domain, the Library and Information Centre (LIC) plays a critical role in supporting teaching, learning, and research across faculties. Notably, the Makerspace provides access to advanced tools such as 3D printing, laser cutting, and robotics – enabling students to translate abstract concepts into tangible prototypes and innovations. The Virtual Reality Lab further enhances experiential learning by immersing students in simulated environments. These include 3D modelling, Matterport scanning for construction and architectural projects, and interactive anatomy modules for health science education. Additionally, a suite of artificial intelligence (AI) tools is increasingly integrated into research support, further strengthening UJ's capacity for innovation and academic excellence. In 2024, the Research Capacity Development Unit of the Postgraduate School provided training for postgraduate students to empower them to build their own augmented reality applications.

The University is actively advancing the societal and industrial impact of its research through initiatives like the Technology Transfer Office, Resolution Circle, and UJInvt (Pty) Ltd. These entities support the protection, development, and commercialisation of innovations in such fields as renewable energy, food security, and digital health. UJ is also expanding its investment in artificial intelligence and data science, with applications across such fields as education, cybersecurity, epidemiology, and sustainable urban development.

During 2024, UJ implemented various initiatives focused on harnessing digital tools to enhance the student learning experience – including commencing an ambitious project that will see all our classrooms transition into smart classrooms over the next few years. Our expansion of the blended learning model has successfully combined face-to-face instruction with online learning platforms, allowing for greater flexibility and access to education.

UJ continued with its initiatives to provide e-textbooks and laptops for undergraduate students, demonstrating a strong commitment to embracing technology for future learning. By distributing resources proportionally, the project enhances equitable access to essential academic tools. Additionally, the refurbishment and servicing of older devices further support student needs while minimising disruption to their education.

In our pursuit of technological advancement, the University has established partnerships with industry leaders to drive research and innovation in addressing societal challenges. The launch of the UJ Innovation Lab has facilitated interdisciplinary collaboration, empowering students and researchers to develop solutions in areas such as health tech, agri-tech, and smart cities. An example of UJ pursuing its digital journey to increase societal impact was the launch of the research portal *Pure*, which centralises information on UJ's research and researchers, providing an accessible and comprehensive platform connecting researchers and stakeholders to disseminate UJ's research outputs to increase their impact on communities and the broader society.

To further our dedication to sustainability, we have integrated smart technologies into our campus infrastructure. We are also exploring renewable energy sources, such as solar panels, to power our operations, aligning with the United Nations Sustainable Development Goals (SDGs) and reinforcing our commitment to environmental stewardship.



In addition, we are harnessing the potential of emerging technologies, such as artificial intelligence (AI) and machine learning. By integrating these tools into our curricula and research initiatives, we aim to cultivate a new generation of thinkers who will use technology to solve pressing issues, from climate change to social inequality. This is evidenced in the nearly 1 200 master's and doctoral projects in the 4IR field, which indicate the development of a new generation of technologically skilled graduates equipped to lead technology-based societal impact.

UJ is committed to embedding ethical considerations into the development and application of these technologies, ensuring that our advancements serve the greater good. There are innumerable examples of UJ's innovative work using technology, which is described later in this report – for example, the Virtual Reality Lab in the libraries, a new short learning programme on Digital Citizenship for staff and students, and a Virtual Reality Courtroom game that won the Business Tech Africa African Tech Innovation of the Year award. At the heart of such innovations is the aim to increase societal impact and further sustainability using technology.

The University of Johannesburg stands at the forefront of technological innovation and sustainable development. As we move forward, we remain dedicated to leveraging our resources and expertise to create a positive impact on society, fostering an inclusive environment where all students can thrive in a rapidly evolving world. More detailed examples are provided in the sections below.

UJ'S ENVIRONMENTAL FOOTPRINT REVISITED

This grand project must start with our own institution, our campuses and buildings, our staff and students and the impact all these jointly have on their surrounding context and specifically on the environment – our sustainability footprint. Our environmental reporting for the past decade has shown, in the main, a gradual decline in footprint while, at the same time, usage requirements have been growing. This reduction has been achieved through targeted projects, such as the selective introduction of solar photovoltaic power generation, installation of heat pumps, water-saving faucets and showerheads in our residences, and awareness campaigns, which have increased staff and student buy-in.

The Strategic Plan 2035 has now seen the development of a comprehensive plan for five-year sustainability and utility projects on all campuses, of which several are already under way. These include the systematic expansion of solar projects on the roofs of suitable buildings – 2025 will see a fifth wave of new solar photovoltaic installations on the APK, DFC, SWC and APB Campuses, with some solar PV plants on off-campus residences, such as Habitat A&B, as well as Kopano and Robin Crest. While usage of gas has hitherto played a limited role in UJ's carbon profile, a feasibility study has been completed for a gas generator on APB Campus, including the power grid stability analysis, which will achieve complete campus off-gridding and reduce carbon generation by at least 40% compared to using City Power. This approach will be extended to DFC in due course.

Further initiatives are seeking to reduce water consumption by means of rainwater harvesting and several greywater projects. On APB, a greywater recycling project has been initiated at Ndlovukazi and Horizon student residences. Once completed, the plant will produce 68 kilolitres per day, with the recycled water to be used for toilet flushing, resulting in a 27% consumption reduction in those two residences. This project will be extended to residences on DFC (Gauta, Phumlani and Robin Crest), and a further residence on APB (Kilimanjaro).

As a final example, UJ's EV buses have become well-known. Following the purchase of the original two buses in 2023 with user satisfaction evident on X (formerly Twitter) and other social media platforms, the full fleet of 17 buses will have been converted to EV buses over the next few years, supported by two additional charging stations (additional buses were delivered in 2025, bring the overall number of EV buses to five). This is resulting in significant annual diesel savings, substantial carbon emission savings, lower operating and maintenance costs, and enhanced user awareness regarding carbon emissions and transport.

FINANCIAL SUSTAINABILITY

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee, as this is clearly crucial to our achieving the vision of societal impact and sustainability foregrounded in our *UJ Strategic Plan 2035*.



This requires active management of a variety of risks, and particularly those associated with student funding: declines in input and output grant funding, management of escalating debt and inadequate funding for entering students, as well as increases in staffing costs and costs associated with ageing infrastructure. These risks in turn are occasioned mainly by the context of poor economic growth, exacerbated by the geopolitical polarisation and macroeconomic volatility, as well as supply-side constraints and a local logistics crisis, resulting in higher inflation, increased interest rates, and currency and market volatility.

These uncertainties pose a risk of the University not being financially sustainable at both the operating and reserve levels in the long term. Strategies adopted to manage these risks include: a five-year financial strategy approved by Council and reviewed and amended quarterly, as necessary; an annual budget that is based on the University's strategic objectives and the five-year financial strategy, also approved by Council; a strategy to increase the University's third-stream income; a student debt collection strategy; a sound investment strategy; various strategies to increase external funding secured by all faculties and departments; thorough evaluation of all capital projects to ensure affordability of initial outlay, subsequent maintenance and utility costs and acceptable level of return on the investment; and cost optimisation strategies to manage operational costs.

External fundraising serves as one of the critical mitigating factors to the above risks. Major focus has been placed on this area over the past three years, and a highly collaborative approach has resulted in the University repeatedly outperforming its set fundraising targets. These funds have directly fuelled UJ's mission, enabling the university's sustained success in delivering unique opportunities for learning, innovation, and continued societal impact.

Supported by good financial performance for the year and despite the prevailing risks and uncertainties, the University remains confident in its long-term financial sustainability.

UJ FOR SOCIETAL IMPACT PROJECT: GWAKWANI, MATATANI AND MBODI VILLAGES

The UJ for Societal Impact Project in the Limpopo villages of Gwakwani, Matatani and Mbodi marks a critical step in the University's drive for societal transformation through education, innovation, and its leadership in achieving the UN SDGs.

Gwakwani, Matatani and Mbodi are remote rural villages located approximately 650 km from Johannesburg, accessible only by dirt roads. The villages faced significant infrastructural and socioeconomic challenges, including no reliable electricity, water, or cellular connectivity; limited access to education, healthcare, and economic opportunities; high malaria risk; and water scarcity due to non-functional boreholes. In 2014, the Faculty of Engineering and the Built Environment (Research Connect Team), working with industry partners, notably Schneider Electric, started implementing sustainable, technology-driven solutions in line with 4IR to ameliorate the dire situation of those living in Gwakwani. This project became a UJ flagship project, with all faculties now contributing to this project, which is being taken forward as a UJ Societal Impact Project: Gwakwani, Matatani and Mbodi Villages, with expansion to neighbouring villages.

Key project highlights include the following:

- **Renewable energy:** Solar-powered boreholes, streetlights, and home lighting now provide reliable and sustainable energy.
- **Water access:** Solar pumps and a new water network ensure consistent access to clean water in the villages.
- **Digital connectivity:** The introduction of satellite internet has revolutionised access to information and enhanced educational opportunities.
- **Economic empowerment:** A solar-powered bakery and agricultural irrigation systems have created jobs and improved food security.
- **Educational enhancement:** Local schools, including Hanyani High, are now equipped with ICT centres, science labs, and updated learning materials, preparing students for a technology-driven world. The University has also set up an early childhood development centre or creche for the younger generation in the community.
- **Health enhancement:** A multifunctional container clinic serves over 2 000 residents.



- **Social justice and crime prevention:** The social justice centre will help residents with access to crucial services, such as Home Affairs, SASSA, and collaboration with local police to provide crucial community education and crime prevention activities.

The project exemplifies how academia, industry, and communities can collaborate to uplift underserved regions through sustainable technology and innovation. This is perhaps best illustrated by the notable increase in the matric pass rate of the Hanyani Secondary School, from 57% in 2023 to a staggering 92,1% for the 2024 matric cohort.

FACULTY CONTRIBUTIONS TO SOCIETAL IMPACT AND SUSTAINABILITY

Faculties are delivering societal impact in various ways, both through community engagement projects and making it integral to their core functions of teaching and learning, as well as research. Increasingly, too, their work involves partnerships within the University, with a wide range of external stakeholders, and with international partners. Yet, at the same time, the work is strongly focused on a South African, African and the Global South perspective.

Societal impact can be achieved by working with individuals (ranging from UJ students, those not employed or in education or training (NEETS), to workers and professionals looking for upskilling); through liaison with initiatives such as NGOs and CBOs; through liaison with businesses and enterprises; by impacting on public policy at local, regional or governmental level; and by impacting on a society's cultural norms through public engagement.

Societal impact can lead to transitions: from being out of education (NEET) to pursuing education that is experienced as meaningful; from education or from unemployment to employment, often through skills development or upskilling for employment in emerging industries. It can also result in changes in business practices or create the emergence of an awareness of a potential positive social role in a business context. All these possibilities, and more, are represented in the work done by UJ faculties.

The following seeks to give an understanding of the considerable scope of faculty work being done under the rubric of societal impact and sustainability; many of the projects are cross-faculty or interdisciplinary ones, while the faculty-specific ones foreground the concepts of societal impact and sustainability.

FACULTY OF ART, DESIGN AND ARCHITECTURE

The Faculty of Art, Design and Architecture (FADA) prioritises social responsibility and environmental sustainability, embedding these values into teaching, operations, and public engagement. In alignment with the United Nations Sustainable Development Goals (SDGs), during 2024, FADA integrated sustainability into teaching, learning and community engagement in the following projects.

Fashion Design contributed to SDG 12 (Responsible Consumption and Production) through sustainability-focused community projects. The 'Sustain Her' initiative, in partnership with NGO Love Our City, repurposes fabric and clothing into reusable menstrual pads, addressing period poverty. The Advanced Diploma programme collaborates with Fashion+ on 'ClothesToGood,' a non-profit organisation that recycles, downcycles, and upcycles old clothing, supporting employment for people with disabilities and producing materials for early childhood development.

Multimedia students engaged in transformative community partnerships that integrate digital innovation. This approach found resonance across multiple faculties. For example, the Green Documentary Project in Eldorado Park, led by Dr Lee-Ann Modley from the Department of Geography, and including Environmental Management and Energy Studies (Science), aligns with multiple SDGs by incorporating digital storytelling into sustainability education. Likewise, a project by doctoral student, Izak Potgieter, under the guidance of Prof Anthony Ambala (FADA) and Dr Herman Myburgh (Engineering and the Built Environment) uses virtual reality (VR) to reconstruct Sophiatown – using old photographs and interviews. Using a virtual reality framework, the project demonstrates how cultural heritage can be preserved for future generations.

Architecture students contributed to SDG 11 (Sustainable Cities and Communities) through a community pilot project at Marlboro Station, Gauteng. Their work explored inclusive urban models to enhance climate



resilience, reduce river pollution, mitigate urban heat, and improve housing accessibility. Six UJ teams submitted projects to the C40 Competition, with one team winning, and their proposal is now being considered for implementation by the City of Johannesburg.

Visual Art Honours students collaborated with Bekezele Creche and the African Reclaimers Organisation (ARO) in Johannesburg, contributing to SDG 12 (Responsible Consumption and Production). Master's student, Wilma Mutize, researched recycling and waste reclamation for community upliftment, thus strengthening ARO's sustainability efforts. Her work led to the ARO Street Parade in Brixton, attended by over 500 people. She was placed third in UJ's Community Engagement Service Excellence Awards, and her project is now part of a funded three-year UJ-ARO partnership.

Demonstrating a commitment to social responsibility, Fashion Design partnered with the Deputy Chief Education Specialist for FET in Design and Visual Arts in the Gauteng Department of Education to organise a teacher training workshop as part of the 30 Years of Democracy celebrations. Academic staff and students facilitated workshops on fashion skills, design, and upcycling, supporting SDG 4 (Quality Education). Teachers gained practical skills to pass on to learners, equipping them with marketable knowledge to alleviate poverty.

FADA also intentionally drives interdisciplinary and transdisciplinary research in and for societal impact, fostering engaging discourse and creative productions around aspects such as decoloniality, social change, well-being, and community engagement. One of many research highlights is the Visual Identities in Art and Design Research Centre (VIAD), which launched a group exhibition of leading African and international bio- and eco-artists, entitled 'Imminent and Eminent Ecologies' at the FADA Gallery. The artworks on show foregrounded the entanglement between living and non/living forms, humans and the more-than-human, and the effect that culture has on climate change. An essential outcome of this is the emergence of a new kind of trans-species democracy composed of multiple materialities – a democracy whose constitution is based on empathy, care, and respect.

FACULTY OF EDUCATION

The work of the Faculty of Education is centred on the strategic aim of leading the transformation of education practice and its research for social justice in South Africa. While the Faculty celebrates its role as a producer of education knowledge for the 21st century to the global community, this is prefaced by meeting local education needs and impacting local communities and the broader South African society. Here, the quote by Kij Johnson describes the approach of Education: "Some people change the world. And some people change the people who change the world". In line with the UJ strategic aims, the Faculty seeks to prepare young teachers, educational practitioners, and researchers for a fast-changing and unpredictable world, while ensuring that they impact their communities.

In its teaching, research and community engagement activities, the Faculty contributed significantly to those SDGs that relate specifically to child well-being (UNICEF, 2013) and education, namely reducing poverty (SDG 1), eliminating hunger (SDG 2), promoting better physical and mental health outcomes (SDG 3), quality basic education for children (SDG 4), gender equality (SDG 5) – creating opportunities for girls, reducing inequalities (SDG 10), climate action (SDG 13), and peace, justice and strong institutions (SDG 16).

For example, staff focused on child and youth well-being and improving educational outcomes in the research domain. The work in this domain is strongly collaborative with global partnerships, including the USA, UK, Canada, Switzerland, Kenya, Zimbabwe, and Nigeria. Building strong institutions (SDG 16) is essential for promoting the well-being of young people.

The considerable body of work in the Scholarship of Teaching and Learning (SoTL) research in the Faculty of Education is also premised on impact. SoTL involves a systematic process of investigating a teaching/learning issue by a higher education or schoolteacher, the results of which are then shared for review and dissemination and possible change/action in the respective classroom (SDG 4).

Combining teaching and research at the UG and PG levels includes programmes and initiatives that address climate change action, the development of food gardens and ensuring gender equality in scarce skills areas such as mathematics and science. The Tshwane School Gardens Project is one such endeavour where school principals are oriented towards AI technology integration for school gardening operations.



A particular highlight is a collaboration with colleagues from the faculties of Education, Engineering and the Built Environment, Law, Science, and Humanities on a gamification project for the creation of sustainable schools, which is explicitly motivated in terms of its desired impact on UJ students. There is widespread consensus (through empirical research) that the sustainability consciousness effort by the University in the form of a free MOOC has not, on its own, yielded the desired behavioural changes expected among students, suggesting that more initiatives are needed.

The Faculty proposed an online game to develop alternative pathways for instilling sustainability consciousness and imparting a sustainability praxis among UJ graduates. The online game uses the Virtual Escape Room concept, which comprises a series of engaging, interactive puzzles that challenge players and offer clues for problem-solving in a virtual setting. While similar to a physical escape room, players are locked inside a building and must find their way out before time runs out. After solving a series of puzzles (including UJ-specific sustainability efforts) and discovering hidden clues to 'escape', players learn actively about each of the SDGs, and the ways in which they can contribute to their achievement. The game is expected to be launched in April 2025, with all UJ students offered access through their student number, since the game was designed for mobile phone compatibility.

A further example targeting sustainability consciousness is the successful Collaborative Online International Learning (COIL) initiative, which joined students from South Africa and Sweden in a master's programme, Future Trends module. The aim was to integrate sustainability consciousness, and sustainability praxis was achieved in the form of digital artefacts that were created and shared in a film festival by students from both countries (see link: https://360pro.co.za/university_of_johannesburg/UJ-SAS0).

Much of the work done by the various SARCHI Chairs and research centres is oriented towards specific SDGs. For instance, the SARCHI Chair in Education and Care in Childhood works closely with the National Department of Basic Education. Areas of focus are mental health, substance use, and culturally relevant support programmes. The work of the NRF SARCHI Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School furthers understanding of early grades' reading and mathematics learning, coupled with advances in understanding the science and the art of pedagogy, as well as the role of neuroscience in promoting teaching and support of primary school learners. The DHET-DSTI/NRF SARCHI Chair in Community, Adult and Worker Education (CAWE) has had a notable impact with its work in advancing community-based education, lifelong learning, and workers' education.

A further initiative supported by the Centre for Neurodiversity is the Fathers of Children with Neurodiversity (FCN) initiative, a South African-focused support and empowerment organisation with global relevance, dedicated to uplifting the neurodiverse community. Founded as a non-profit by a tribe of fathers of neurodiverse children, FCN aims to build a resilient, supportive tribe for fathers and families committed to empowering neurodiverse individuals as they transition towards sustainable adulthood. By creating this community, the FCN Tribe aims to empower fathers to better cope with the realities of raising neurodiverse children, fostering a more inclusive and supportive environment.

FACULTY OF HEALTH SCIENCES

The Faculty's commitment to promoting quality healthcare through research, education, and engagement contributes to public well-being and promotes equitable access to services in line with SDG 3 (Health and Well-being).

Through the Faculty's portfolio of community engagement activities, healthcare services are extended to underserved communities while equipping students with critical medical skills and instilling social responsibility in future professionals. Examples are activities within the Faculty's long-term engagement with the Riverlea community, where five departments are currently conducting community engagement activities; and the WeCare project at Victoria Yards, a joint precinct project with the Nando's restaurant chain (for community upliftment) and the Allied Health Professions Council of South Africa (AHPCSA) (for internships). The ongoing engagements in communities have yielded positive ripple effects in the system; for example, as a result of the Alex Clinic (a long-standing community project in the Department of Podiatry), the Gauteng Department of Health and Wellness (GDoHW) appointed a podiatrist who visits the clinic once a week.



The foci of the Faculty's research centres convincingly demonstrate the Faculty's commitment to research that makes a difference in society. For example, the Laser Research Centre performs cutting-edge research aimed at alleviating the burden of cancer, diabetic ulcers, and degenerative disease, with the intent of providing the general public with more affordable and accessible healthcare.

Agreements and collaborations with science councils – for example, the Water Research Commission (WRC) – increase the uptake and application of the Faculty's research. Several MOUs/MOAs have been signed with national partners in government (local and provincial), the private sector, and the not-for-profit sector. These partnerships increase the reach and impact of the Faculty's research and engagement activities and create work-integrated learning (WIL) opportunities. Media engagements and the use of digital channels further increase visibility and hence impact.

Collaboration with other higher education institutions is ongoing, particularly in the Gauteng province. The Faculty of Health Sciences has continued collaborating on the GRT-INSPIRED project (Gauteng Research Triangle Initiative for the Study of Population, Infrastructure, and Regional Economic Development) with the Universities of the Witwatersrand and Pretoria. The collaboration has opened up significant opportunities for longitudinal research, which contributes valuable insights into understanding human diseases related to water, sanitation, and hygiene (WASH). The GRT-INSPIRED project, which was leveraged to obtain funding for comparative studies between different Gauteng populations, has a strong presence in Hillbrow and Berea.

Promoting environmental sustainability, efforts are ongoing to minimise the Faculty's carbon footprint, specifically regarding energy saving, recycling, and waste management. Integrating technology into research data collection reduces paper use in large-scale surveys. The Department of Optometry and the UJ Water Health Research Centre (WHRC) staff are collaborating on a project to 3D print spectacle frames from recyclable plastic. In the histology laboratory, reagents and chemicals used by students are filtered and reused, thus reducing the waste produced by discarding reagents after each practical. As a part of their community training and education, WHRC has trained community members to use an adapted 2-litre bottle to wash up to 10 people's hands, directly contributing to sustainable water management and conservation. In the Laser Research Centre (LRC), biomaterials-based wound dressings for diabetic wounds and the green synthesis of nanoparticles promote healthcare along with environmental sustainability by using biodegradable, renewable, and non-toxic materials. These innovations reduce medical waste, minimise harmful chemical use, and lower carbon footprints compared to traditional methods.

New programmes recently submitted to DHET and/or CHE for approval include an MPhil in Healthcare Innovation and Technology by coursework, and Postgraduate Diplomas in Community Health Nursing and Mental Health Nursing, all of which will contribute further to SDG 3.

FACULTY OF LAW

The Faculty of Law is committed to embedding the SDGs into its teaching and learning, its research, and its community engagement. Its 2024 activities are linked to 13 of the 17 SDGs in the following ways.

Research output was linked primarily to SDG 3 (including a seminar on children's rights and in particular advocating for safe infant abandonment, which reduces infanticide); SDG 4, with SoTL publications reinforced by teaching practices and innovations in the Faculty; SDG 8; SDG 9; SDG 13, together with the LLM module on Environmental Law; SDG 16 with a very strong research focus on legal aspects in seeking to achieve peace, justice and strong institutions; and SDG 17, reflecting the numerous partnerships within the Faculty.

Two key initiatives reflect the Faculty's commitment to societal impact.

The iKamva Initiative around the project, Developing a New Generation of Women Legal Leaders in Africa, focuses on black women (academics and students) since they experience greater barriers within the legal profession, through a gender justice and intersectionality lens. This project aims to increase the number of black females in leadership in the legal profession using a systems-change approach. The design phase of this project, which was awarded a USD 500 000 grant from the Co-Impact Philanthropic Fund, was completed in May 2024, and the grant contract for the implementation stage, involving funding of USD 1 million, was signed in September 2024. The Faculty of Law is the lead organisation, and it is partnering with the South



African Chapter of the International Association of Women Judges (SAW-IAWJ), Women in Law South Africa (WOZA), and Mapongwana Attorneys Inc.

The recent launch of the Mbodi Social Justice Centre, which forms part of the larger 'UJ for Societal Impact' project in Limpopo, further cemented the Faculty's commitment to social justice and impact. The Centre will improve access to civic and social services by assisting persons to obtain birth certificates and identification cards, as well as submitting applications for social grants. The construction of the Centre's office was made possible by a generous donation in kind by MNS Attorneys. Since its launch in October 2024, the Centre has hosted a community crime awareness day in conjunction with SAPS, and the community has further had the opportunity to obtain legal advice from attorneys of the UJ Law Clinic. The venue is also available to the local community for educational and social initiatives.

A further significant initiative is the partnership of the South African Research Chair in International Law (SARCIL) with the Southern African branch of the International Committee of the Red Cross (ICRC). In 2024, UJ became the first African university to contribute to the ICRC's project IHL (International Humanitarian Law) in Action, which monitors compliance with IHL.

The Faculty is well known as a dynamic hub for innovative legal education through its Division for Non-subsidised Programmes (NSP), which contributes to shaping the future of legal training and professional development. It is also well-known for its Law Clinic, which combines the training of final-year LLB students with outreach to indigent community members who need a lawyer's services.

COLLEGE OF BUSINESS AND ECONOMICS

The College of Business and Economics (CBE) saw significant progress in aligning its research outputs with key UN SDGs over the past year, reflecting a broader and more impactful research agenda. The most notable growth has been in SDG 8, Decent Work and Economic Growth, which increased from 173.91 to 251.95 output units, reinforcing the College's commitment to researching labour market dynamics, economic resilience, and financial inclusion. Research focused on fostering inclusive economic development, with projects examining digital financial inclusion, micro-financing for female entrepreneurs, and economic empowerment for disadvantaged groups. The College contributes to reducing economic disparities through collaboration with policymakers and industry stakeholders (SDG 9 and SDG 10, in addition to SDG 8).

The DSTI/NRF-Trilateral Chair in Transformative Innovation, the 4IR and Sustainable Development hosted a conference themed 'Transforming Africa: Innovating our way towards Sustainability', bringing together leading experts to explore sustainable innovation.

A further focus area is the empowerment of women. The Deanery's Annual Women's conference, named 'Eagles Fly Above the Storm', promoted gender inclusivity and empowerment, supporting several SDGs, and especially SDG 5: Achieve gender equality and empower all women and girls; and SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. The conference provided mentorship and networking opportunities for female staff.

Innovation in teaching and learning focuses on quality education and opening opportunities for diverse learning and perspectives, thereby contributing to SDG 4. For instance, the School of Accounting launched a traffic light project in modules to enable students to monitor their progress and to locate sets of activities for students who needed to remedy their situation. The Schools of Management, Accounting, and Consumer Intelligence and Information Systems introduced self-reflection as an enabler for self-directed learning. The Master's in Sustainability specifically allowed students to immerse themselves in global online travelling opportunities to enrich thinking on sustainability in the global context. The School of Public Management, Governance and Public Policy introduced design thinking and collaborative learning approaches. The Schools of Tourism and Hospitality and Consumer Intelligence and Information Systems have strong work-integrated learning simulation initiatives aligned to industry. The School of Economics integrates generative AI in the classroom.

Community engagement in the College drives long-term societal impact through initiatives, such as digital and financial literacy, entrepreneurship development, and the Jars of Hope project. This latter was initiated



by the Food Evolution Research Laboratory (FERL) and benefits mothers and babies supported by the Hamba Bamba Funda Organisation (HBF). As part of the initiative, third-year Gastronomy (Nutrition) students prepared multilingual nutrition education leaflets, which were distributed to the mothers. Hands-on demonstrations showcased how to prepare nutritious soups using the ingredients from the jars.

As a further example, the iZindaba Zokudla project, driven from within the School of Accountancy, was created in alignment with the concept of a food policy council. (The term is a Zulu (Nguni) phrase referring to the King's court, where discussions about the food eaten together take place.) This idea of democratic control over the food system has evolved into what are now being called public innovation laboratories, which formalise stakeholder engagement as a structured form of social dialogue. Through these public innovation laboratories, the project mobilises stakeholders interested in a sustainable food system and links them to farmers; this assists emerging entrepreneurs in gaining access to the economy and creates an enabling environment for innovative and sustainable businesses. Given the complexity of the agriculture sector, this project aims to promote access to the right information, primarily to emerging entrepreneurs, to ensure the success and sustainability of their enterprises.

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

The Faculty of Engineering and the Built Environment (FEBE)'s commitment to social impact and the UN SDGs is evident across research, teaching and learning, and community outreach initiatives. These range from training on sustainable mining and metallurgical practices, workshops promoting research that prioritises environmental stewardship and social responsibility, module content including the use of sustainable waste materials, and the modelling and simulation of environmental engineering processes.

FEBE has developed 15 new academic initiatives that directly contribute towards advancing the UN SDGs and 18 academic initiatives geared towards strategically driving 4IR. Several short learning programmes (SLPs) have also been developed in these strategically critical areas.

Some examples of reworked curricula: The Department of Urban and Regional Planning has implemented interventions in the Bachelor of Urban and Regional Planning and related Honours programme, which align content with sustainable housing practices by ensuring sustainable urban planning principles are embedded; incorporating local economic development (LED) and urban branding content and expanding the focus to rural areas, thus aligning with SDG 8 (Decent Work) and SDG 11 (Sustainable Cities and Communities); and focusing on environmental governance and the development of environmental impact assessments (EIAs), contributing to SDG 13 (Climate Action).

The Mechanical Engineering Department is working on the modelling and simulation of the production of aluminium three-legged pots. In the context of Metallurgy and Production, students are introduced to the use of biomass using local raw materials, such as macadamia shells in Limpopo, sugar cane waste in KwaZulu-Natal, and palm nutshells more widely used in Africa. These approaches address SDG 1 (No Poverty), SDG 9 (Industry, Innovation, and Infrastructure) and SDG 10 (Reduced Inequalities).

Other than through its curricula, FEBE also contributes towards the UN SDGs in the form of integral partnerships and collaborations. For instance, the Department of Urban and Regional Planning contributes towards the National Eco-Industrial Parks (EIP) Programme, which seeks to develop sustainable industrial ecosystems, especially in townships and rural communities. FEBE's contribution is by way of the EIP Roundtable, which involves conversations regarding the development of EIP skills and spaces in South Africa. The programme is funded by the Department of Trade, Industry and Competition and hosted by the Council for Scientific and Industrial Research (CSIR) (SDGs 17, 8, 9, 13).

Several projects within FEBE, such as those of PEETs, the Centre for Ecological Intelligence, and the long-standing Gwakwani Project, have successfully focused on the area of renewable energy, sustainable food sources and the green economy. FEBE's direct contribution to a sustainable environment includes training offered in e-waste management (SDG 7), green transportation (SDG 11), and hybrid solar photovoltaic (PV) installations. Therefore, FEBE's contribution towards the UN SDGs extends beyond the classroom into the heart of South African communities, small businesses, and homes.



JOHANNESBURG BUSINESS SCHOOL

In 2024, the Johannesburg Business School (JBS) initiated internal processes as a baseline foundation towards formalising and institutionalising the first thematic thrust of the UJ Strategic Plan 2035, namely societal impact and sustainability. The following activities have been extracted to showcase JBS's initiatives and efforts in this regard.

As part of its teaching and learning strategy, JBS continued to add societal impact, specifically SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation, and Infrastructure), through its continued education offerings. These comprised unique short learning programmes (non-subsidised) aimed at a variety of targeted students to facilitate skills development across several different learning pathways, showcased as 2024 successful highlights.

In collaboration with the Raymond Ackerman Academy of Entrepreneurial Development (RAA) and Raymond Ackerman Foundation funding, the JBS Centre for Entrepreneurship (JBSCCE) offered its flagship entrepreneurial skills development SLP (the Raymond Ackerman Entrepreneurial Development Programme) to a fresh cohort intake in 2024. A total of 68 students graduated with certification from the RAA JBSCCE programme, most of whom have begun or are currently pursuing business opportunities. Students have received help with ideation, business registration, and business growth. Participants gain a profound understanding of themselves, their areas of strength and growth, and the opportunities and challenges facing their careers. They also acquire critical skills for facilitating and consulting.

The UJ Youth Leadership Development Programme is a six-month SLP aimed at helping young leaders to develop a basic understanding of what it takes to be a masterful leader. The programme provides young leaders with leadership skills required at various levels of work, focusing on shaping character, a caring nature, competence, and commitment towards UJ. A total of 42 programme participants graduated with certification from the UJYLDP in 2024.

Established within the JBS Innovation Lab, the JBS Grit Lab Programme initiative is a movement designed to bridge the gap between theory and real-world application, empowering young Africans to lead in the 4IR. The JBS GRIT Lab operates as a free skills development programme, equipping African youth with hands-on expertise in software development, artificial intelligence, data science, and emerging technologies. Its focus on problem-solving and project-based learning ensures that participants are gaining technical proficiency and developing entrepreneurial acumen. This unique approach has resulted in a 100% employment rate for graduates at the GRIT 4 Level, proving the programme's ability to create job-ready professionals. Beyond South Africa, JBS GRIT Lab is part of a larger vision – GRIT Lab Africa (GLA), a programme committed to training one million young Africans by 2030. By providing accessible, high-quality digital education, the initiative is playing a crucial role in reducing inequalities and fostering economic transformation across the continent.

The purpose of the UJWLDP (UJ Women's Leadership Development Programme) is to provide a platform for senior support staff and academics to turn their professional intent into personal impact so that they can thrive at work and in life. Launched in 2016, each programme cohort consists of a diverse group of women from various faculties and different race groups, age cohorts and employment tenure at UJ. A total of 21 programme participants graduated with certification from the UJWLDP in 2024.

The ELDU (UJ Executive Leadership Development for Universities Programme) is designed to provide executive leaders with personal and professional leadership skills so that they are equipped to function at their required level of work effectively and efficiently within their organisational context. All the candidates have committed to applying their learnings to their portfolios as they rise through the ranks in executive leadership at UJ.

DHET selected UJ as the lead implementer of the national Future Professors (FPP) Phase 2 Programme. The FPP is a competitive and selective programme of DHET to prepare promising academics to become a new cohort of South African professors across disciplines. A structured and intense programme accelerates participants' readiness for the professoriate.

The SBEP (Small Business Enrichment Programme) equips participants from SMMEs with business entrepreneurship and management knowledge. By so doing, the programme upskills entrepreneurs with the necessary



skills to be solution providers. JBS plays a critical role in the entrepreneurship journey through supporting small- and medium-sized companies through this programme. The support aims to bring integration and alignment, both internally and externally.

Regarding research and intellectual endeavour, most of the outputs for the JBS in 2024, totalling nine book chapter contributions, 13 conference proceedings, and 47 journal papers, focused on interdisciplinary and multidisciplinary subject areas. Digital transformation and innovation in emerging technologies, however, were a prominent, broad, cross-cutting theme. As such, the JBS contributed to societal impact mainly through its research to SDG 9 (Industry, Innovation, and Infrastructure) and as an indirect impact to SDG 8 (Decent Work and Economic Growth).

Furthermore, community engagement activities and outputs added to JBS's societal impact across the following SDGs for the year, namely SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). Activities included Mandela Day social community engagement, and the PRIMESTARS Step Up 2A Start Youth Entrepreneurship Programme. This latter programme focuses on making youth aware of climate change and encouraging them to accept environmental responsibility. Learners are taught to identify entrepreneurial opportunities in the green economy, empowering them to create positive change and impact.

JBSCE has supported the programme over the past four years by training the top ten student teams in Business Model Canvas and youth entrepreneurship. By tackling critical social and economic challenges faced by youth in South Africa, particularly in underprivileged communities, the programme is concomitant to SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 10 (Reduced Inequalities).

FACULTY OF SCIENCE

Most departments in the Faculty of Science have aligned their curricula to the UN SDGs; these include two Master's programmes on Clean Water and Sanitation, and Climate Change. Research publications in 2024 addressed almost all SDGs, but focused mainly on SDG 3 (Good Health), SDG 4 (Quality Education), SDG 6 (Clean Water and Sanitation), SDG 7 (Clean Energy), SDG 9 (Industry), SDG 13 (Climate), SDG 14 (Life below Water), and SDG 15 (Life on Land).

The Faculty of Science's Community Engagement Committee demonstrated significant impact through initiatives that focused on educational outreach, student support, and community development. The Committee supported and facilitated two flagship projects, 20 new and ongoing registered community engagement projects, and several notable outreach activities. All community engagement activities align with the following seven SDGs: SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 6 (Clean Water and Sanitation), and SDG 16 (Peace, Justice, and Strong Institutions). The Faculty of Science supports several community projects that strive to address zero hunger and no poverty, such as vegetable gardens at schools in the surrounding area.

The two primary flagship projects are the UJ Soweto Science Centre (UJ-SSC) and the Manguzi Indigenous Knowledge Innovation Centre (MIKIC). The UJ-SSC is an ongoing flagship that serves as a cornerstone of the Faculty's educational outreach efforts by supporting secondary school education and providing teacher development. The Centre has three key programmes: a learner enrichment programme, a teacher training and development programme, and a community engagement programme. Highlights in 2024 included the International Mathematics Day (9 March), Girls Robotics Workshop (24-28 June), Physics Revision Bootcamps (18-21 June), Eskom Regional Expo (27 July), and the Take a Child to Work Programme (25 September). Various staff members participated in the National Science Week (30 September to 5 October).

The Manguzi Indigenous Knowledge Innovation Centre (MIKIC) project is a community-based initiative, based in Manguzi, KwaZulu-Natal, which seeks to provide a platform to transform indigenous knowledge into market-ready solutions through providing skills development programmes tailored to community needs and by supporting entrepreneurs throughout the product development process. Building plans for the Centre were approved in late 2024. The MIKIC project commenced in 2019 and is run by the Department of Biochemistry.



FACULTY OF HUMANITIES

Activities in the Faculty of Humanities address most of the SDGs but focus primarily on SDG 1 (No Poverty), SDG 3 (Good Health), SDG 4 (Quality Education), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals). The selection of impactful projects presented below shows how teaching and learning (T&L), research (R) and community engagement (CE) are strongly linked in achieving societal impact.

In the UJ African Reclaimers Organisation Network: A University-Civil Society Collaboration Advancing Environmental, Social, and Economic Justice and Sustainability, colleagues have been working with reclaimers who salvage recyclables from rubbish bins and landfills. Recycling saves municipalities hundreds of millions of rands a year, and because of this, we have recycling rates comparable to some European countries. UJ staff and students from various faculties are partnering with the African Reclaimers Organisation (ARO) to implement 10 projects over three years to achieve the following outcomes: a) Promoting a model for multi-faculty community engagement that is embedded in and strengthens academic teaching and research responding to societal needs; b) Increasing capacity in the informal recycling sector to advance economic, social, and environmental justice for reclaimers; c) Growing the circular economy and a just transition in Johannesburg and scaling across South Africa; and d) Promoting the use of technology and 4IR by reclaimers/informal workers to advance sustainable development. This highly impactful and award-winning long-term project is aligned with SDGs 11, 1 and 10.

The Community of Practice (COP) for strengthening social systems to improve child well-being outcomes makes use of an innovative digital child well-being tracking tool (CWTT), envisioned for the live collection and monitoring of multidimensional data, to assess children's well-being across six domains (education, psycho-social, nutrition, health, protection, and material well-being). This project has been continuing for years with reported improvements in child well-being in the relevant communities (SDGs 3, 1 and 10).

The work of the Ikhwezi Youth Multipurpose Centre (CE) is anchored on four programmes: a) Drug awareness and prevention; b) Educational advancement and career awareness; c) Audiovisual development and film screenings; and d) Sport and recreation. This is also a long-term initiative driven by UJ, which substantially impacts the health and well-being of youth in this area (SDGs 3 and 4).

The Basic Package of Support (CE) programme aims to provide young people (aged 15 to 24) who are not in employment, education or training (NEET) with support to increase their life chances, by proactively offering them a well-targeted, holistic package of support that helps them understand available pathways (back) into education, training, and work. This has been a highly impactful, long-term collaborative initiative (SDGs 1, 5, 10, 2).

A research study, *Determining Voter Choice, SA 2024 National General Elections*, uses national surveys conducted in collaboration with Ipsos Public Affairs and sheds light on the socioeconomic and political dynamics influencing voter choices. The 2024 study was built on previous waves from 2017 to 2020. The research was exceptionally influential, given its accuracy, and received huge attention in the media. It was cited by government and featured across a range of publications, including *The Conversation* and *Daily Maverick*, and interviews were conducted by SABC News and SAFM, among others (SDGs 1, 8, 10, 16 and 17).

A partnership around global transformation and social work practice (T&L and R) is bringing together four universities set to reshape social development theory and practice through a platform for collaboration between universities from the Global North and Global South. In 2024, it focused on key issues like poverty, racism, human rights, and the lasting impact of colonialism, encouraging new ideas and solutions in social work. By combining indigenous knowledge with global development goals, the project is credited with building new international perspectives on social work practice (SDGs 1, 2, 3, 4, 5, 16, and 17).

A study on immigrant and local micro-entrepreneurs in South African townships (R and CE) builds longitudinal insights into the success of micro-enterprises owned by immigrants and nationals in South Africa. The research compares micro-entrepreneurs' experiences in three South African townships, examining their motivations, business strategies, challenges, and success. Through its innovative approach and practical focus, this research aligns with the broader goal of fostering inclusive, sustainable development in South Africa, ensuring its contribution to both theoretical advancement and real-world impact (SDGs 1, 8, 10, 11, and 17).



The TESIECS (Towards Enhancing Sustainable and Innovative Environmental Change Solutions (T&L) Intra-Africa mobility project) is funded by the European Union (EU) and is a partnership led by UJ (incorporating five universities). The project facilitates long-term and short-term student and staff mobility among its African partner institutions to promote creative, locally contextual solutions to environmental challenges. The project is designed to facilitate capacity enhancement of academic, administrative, and technical staff, and train cohorts of postgraduate students to be environmental thought leaders and sustainability champions (SDGs 15, 13, and 4).

Finally, UJ leads the collaborative initiative, entitled 'A cohort and collective intervention: Doctoral communities of scholarship' (T&L). This initiative (which is UCDP/DHET-funded) seeks to strengthen doctoral training at six South African higher education institutions through a decolonial and collegial approach. A team of 45 supervisors is working with 90 doctoral candidates in the Humanities to improve thesis writing and time to completion. In 2024, six research collectives were established, four supervisor workshops were hosted, six doctoral workshops were held, and UJ hosted a symposium and set up six research hubs (virtual and physical) (SDGs 4, 10, 17).

GLOBAL FOOTPRINTS AND PARTNERSHIPS

Global engagement for societal good and sustainable futures

Global engagements form an essential role at the University of Johannesburg (UJ) and are centred on and actioned through the UJ Strategic Plan 2025-2035. In collaboration with the Vice-Chancellor and Principal, the Executive Management, as well as the seven faculties, one college and the UJ Business School, the Division for Global Engagement is responsible for maintaining and enhancing the University's relevance and reputation on the global stage.

At UJ, global engagement is a transformative force for advancing social justice, sustainability, and inclusive development. Aligned with the UJ Strategic Plan, the global initiatives are designed to serve both national priorities and global imperatives, guided by UJ's commitment to equitable partnerships and the United Nations Sustainable Development Goals (UN SDGs).

At its core, UJ's global engagement strategy is driven by a moral imperative: to contribute to a more just, inclusive, and sustainable world. The University is committed to fostering meaningful global collaborations that elevate UJ's reputation as a university of international stature while responding to humanity's most urgent challenges. Every partnership, programme and initiative is an investment in a future where knowledge empowers, relationships endure, and higher education transforms lives and societies. UJ's commitment to sustainable and socially conscious internationalisation extends to every stakeholder – from the internal alumni networks to international donors and public agencies. UJ's collaborations drive collective action on the climate crisis, global health, education equity, and digital transformation. Through sustained global collaboration, critical inquiry, and socially engaged research, UJ is reshaping what it means to be a truly global African university in the 21st century.

UJ's global strategy is a catalyst for change, fostering a deep sense of social and environmental responsibility among staff and students through international exposure, collaborative research, and community-centred engagement. By centring our global programmes on principles of equity, diversity, inclusion, and belonging, UJ cultivates graduates and scholars who are ethically aware, environmentally conscious, and prepared to contribute meaningfully to society.

The global engagement strategy supports bilateral and multilateral partnerships focused on societal impact. These include collaborations with universities, organisations, and governments across Africa, BRICS nations, and the Global South and North. Our alignment with networks, such as the Association of Commonwealth Universities and Universitas 21, supports scalable, high-impact academic cooperation.

Through research and teaching that transcends borders, UJ is advancing a knowledge economy that contributes to sustainable development. UJ's international collaborations are designed to generate knowledge that addresses pressing societal challenges – be it through clean energy innovation, health equity, or digital inclusion.





SUSTAINABLE DEVELOPMENT GOALS



UJ regularly hosts and engages with global leaders on critical themes, for example, facilitating high-level discussions on racial equity, gender-based violence, disability, and neurodiversity with international dignitaries, including ministers from Brazil, Ireland, and Namibia. In 2024, BRICS cooperation and South Africa's 30 Years of Democracy took centre stage, further amplifying our commitment to dialogue and diplomacy.

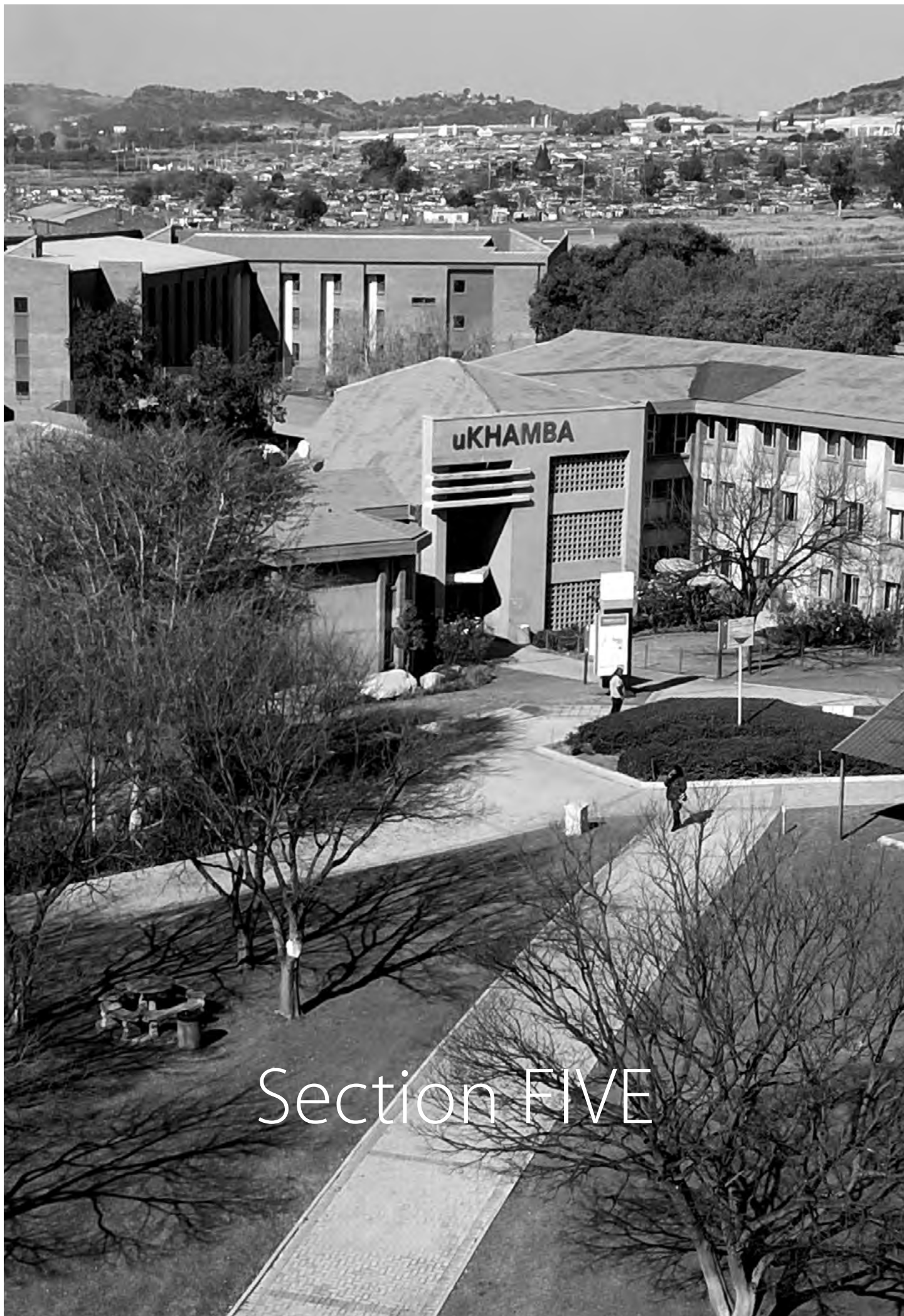
UJ's over 220 formal bilateral partnerships are more than symbolic, they are dynamic platforms for innovation, co-publishing, staff and student exchanges, online learning, and joint degrees. Notable partnerships span Europe, the Asia-Pacific, and Africa, including 34 active Erasmus+ mobility agreements. These exchanges not only strengthen academic capacity but also promote intercultural understanding and solidarity across continents.

The University's flagship Africa-by-Bus programme exemplifies how experiential learning can foster Pan-African solidarity and practical sustainability. Launched in 2012, this initiative enables students to travel across SADC countries for academic and community engagement. These faculty-led programmes include mobile health clinics, environmental research, design internships, and heritage tours, thus expanding knowledge while promoting regional integration.

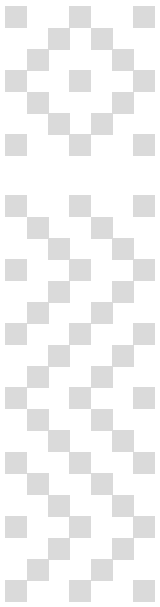
Letlhokwa Mpedi

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal





Section FIVE



Statement on Risk Management

OVERVIEW AND RISK MANAGEMENT CONTEXT

The University of Johannesburg's risk management framework is a dynamic and integrated process that continuously considers the ever-changing context within which it operates. The framework serves as a fundamental pillar for meeting the strategic objectives of the University, as well as ensuring resilience, sustainability and responsible growth.

The University follows a holistic, systematic and integrated approach, particularly in addressing institutional and operational risks. Intrinsically, the Council of the University of Johannesburg has instituted a cohesive Enterprise Risk Management (ERM) strategy. The ERM strategy ensures that the University adopts a comprehensive and inclusive stance to understanding risks that may affect UJ's strategy, business operations and overall mission, encompassing not only those inherent to our institution but also those inherent to the broader landscape of higher education institutions.

Our approach to enterprise risk management aligns with the requirements of the King IV Report on Corporate Governance for South Africa 2016 and is underpinned by the Risk Management Policy, Risk Matrix and Procedure, which were approved by Council in November 2021. Aligned with the International Organization for Standardization (ISO) 31000 risk management standards, these governing documents have been instrumental in fostering a culture of risk management within the University.

Accordingly, both risk and opportunity management are integrated into the decision-making processes of all departments and faculties, and deeply ingrained within our governance structures. Maintaining ethical conduct, compliance with legislative requirements, and adhering to best practices serve as the core for our internal control mechanisms, enabling effective risk governance. Through a systematic analysis of potential risks and their impact on our institutional objectives, we strive to align risk management efforts with our overarching goals, which are, in turn, aligned to the institution's risk management policies, procedures, and implementation plans.

Our risk management process assigns the responsibility to continuously assess and evaluate identified risks, their associated ratings, internal controls, and mitigation strategies to members of the Executive Leadership Group (ELG). Regular evaluation keeps our risk profiles up to date, fostering a resilient risk management framework and internal control environment.

The Risk Management Committee (RMC), a subcommittee of the Management Executive Committee (MEC), oversees the review of operational and institutional risk registers. These registers deliver a detailed overview of identified risks and their corresponding mitigation strategies, ensuring Council confidence in the adequacy and effectiveness of risk management practices across the University.

To further enhance transparency and accountability, the Institutional Risk Register undergoes quarterly review and approval by the MEC, Audit and Risk Committee of Council (ARCC), and Council. This approach reflects our dedication to proactive risk management, promoting a strong risk culture through awareness, ethics, compliance and effective governance.



MANAGEMENT OF RISK

Risks inherent to a higher education institution

During 2024, the University identified several risks inherent to higher education institutions, which may impact on the operations and sustainability of the University. These risks are continuously monitored and quarterly reported to the relevant governance structures to ensure that they remain at the forefront of risk awareness.

Management of academic risks

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

Management of financial risks

As part of the University's focus on sustainability and resilience, the risk management process encompasses the identification of financial risks, which could potentially result in undesirable or unpredictable financial outcomes or impacts. This is done through assessing the severity of and defining strategies to manage the relevant risks. The effectiveness of such strategies is monitored on a consistent basis through various tools and reporting processes.

Management of operational and other risks

The University continuously monitors the environment to identify potential, emerging, and opportunity risks. These risks are thoroughly documented and reported to the RMC and the MEC to highlight any key risk areas.

Our ICS team, coupled with efficient preventative and detective controls, continuously monitors potential cyber threats, minimising the potential breach of University data and personal information. Risk mitigation measures are indicated on the relevant operational and institutional risk registers.

Business continuity management

In accordance with the University's Business Continuity Policy, UJ has implemented a comprehensive business continuity process, which includes the development and deployment of emergency response plans, disaster recovery plans, crisis management plans, and departmental business continuity plans to ensure the uninterrupted operation of critical functions during emergencies or other disruptive events. During 2024, the University underwent a thorough review process of all plans to ensure updated data, inclusion of critical processes and systems, and alignment with institutional objectives.

Fraud prevention

In accordance with the UJ values, mission and vision, the University takes a proactive approach to addressing unethical behaviour, theft, fraud, or related activities as part of its commitment to mitigating fraud and misconduct and to promoting a culture of honesty, transparency and accountability. One key detection tool in this regard is the independently managed UJ Whistleblowing Hotline, which provides employees, students and external stakeholders with a platform to report any unethical conduct to management. The service operates 24 hours a day, 365 days a year, and the Hotline serves as a vital mechanism for reporting concerns. To enhance its investigative capabilities, the University works alongside a panel of forensic investigators to address matters requiring further forensic analysis.

The Fraud Prevention Policy and Fraud Prevention Procedure, endorsed by Council in November 2021, underscore the University's dedication to combating fraud and misconduct. The development of the institutional and divisional fraud risk registers has played a crucial role in addressing significant fraud related risks encountered by the institution and creating increased awareness thereof.

Insurance

The University oversees insurable risks across all its operations through a comprehensive insurance policy. This policy encompasses coverage for assets, property, public liability, and other relevant areas. A thorough review



is conducted annually to assess the required insurance cover, potential exposure, and the overall risk profile. Any necessary adjustments are then incorporated into the renewal process to ensure that the University's insurance coverage remains current and effective.

In 2024, the insurance landscape witnessed heightened premium adjustments, particularly concerning assets and cyber liability cover. In response, the University has emphasised internal processes to mitigate potential losses and minimise reliance on external insurance coverage, particularly in moveable assets.

Internal audit

The University has adopted an outsourced model for its internal audit function, and as such in 2024, Ernst and Young (EY) was the successful service provider for the internal audit function. The internal audit function offers independent and objective assurance to improve operational effectiveness. By reviewing systems, procedures and controls, it identifies high risk areas and provides recommendations for improvement. In 2024, several internal audits were conducted by EY in accordance with the approved audit plan, focusing on evaluating the effectiveness of institutional and operational risk, mitigating processes and controls. These audits also highlighted potential emerging concerns and provided actionable recommendations for addressing them.

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).

Part of the assurance function involves incorporating all internal audit findings, and the status thereof, into reporting to committees as well as into the relevant risk registers. This ensures that management addresses all findings as part of the continuous improvement process.

External audit

SNG Grant Thornton serves as the external auditors for the University and is tasked with conducting statutory audits. ARCC approved the audit planning memorandum for the year ending 31 December 2024, outlining the scope and objectives of the audit engagement.

Agreed-upon procedures

Agreed-upon procedures (AUPs) are conducted on an annual basis as mandated by various funders. These reviews adhere to the International Standard on Related Services (ISRS) and Procedures, to align with contractual agreements. The objective of these engagements is to provide reasonable assurance regarding the accuracy of expenditure and its allocation, ensuring compliance with contractual requirements and obligations. During the financial year ending 2024, PricewaterhouseCoopers Inc. (PwC) conducted reviews of the approved AUPs, and related reports were issued to stakeholders.

Combined assurance

During 2024, the draft Combined Assurance Framework and the model were independently reviewed with the aim of assessing gaps to support the collective assurance services and functions and enable an effective control environment, as well as support the integrity of information used for internal decision making by management and oversight structures. In addition, this process included the development of a combined assurance model and mapping procedure, which will be implemented in 2025 to further enhance insight into the governance, risk, and control environment within the University.

IDENTIFICATION AND ASSESSMENT OF RISK

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

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



Through systematic risk identification, assessment, and mitigation strategies, the University aims to fortify its resilience against uncertainties and navigate challenges with confidence. The risk management process underscores our proactive stance in anticipating and addressing risks that may impede the attainment of our institutional objectives. Supported by a comprehensive risk management plan, crafted to align with the objectives of the Risk Management Policy, UJ is poised to execute the risk management initiatives effectively.

The following institutional risks were listed as being a priority on UJ's Risk Register for 2024:

Table 9: Risks inherent to a higher education institution

| STRATEGIC OBJECTIVE | RISK TITLE |
|---|--|
| An enriching student-friendly learning and living experience | <p>Payment delays in student accommodation and allowances.</p> <p><i>Risk context</i></p> <p>The proposed plan by NSFAS to assume responsibility for student allowance payments from universities presents potential risks to the institution. These risks include the possibility of student protests, delays in disbursing payments to students, and potential errors in the payment process. Additionally, there may be challenges arising from the demand and capacity imbalance among accredited accommodation providers, concerns regarding the quality and safety of accommodation facilities, contractual and legal issues, as well as risks related to fraud and misrepresentation.</p> <p><i>Risk response</i></p> <p>It is crucial for the University to carefully assess and monitor this risk to ensure a smooth and successful transition once the plan is implemented. The University is actively maintaining engagement with key stakeholders and has further extended its assistance to NSFAS, as well as continuously engaging SRC members and students regarding the progress around payment processes.</p> |
| Fitness for global excellence and stature | <p>Macro-economic factors that impact financial sustainability of the University.</p> <p><i>Risk context</i></p> <p>The risk of financial sustainability is a critical concern for the long-term viability and success of the University. It refers to the ability of the institution to maintain its financial health and stability over time, ensuring that it can meet its operational expenses, invest in infrastructure and technology, and provide quality education and services to its students.</p> <p><i>Risk response</i></p> <ul style="list-style-type: none"> ■ Continuously monitoring, updating and using the Financial Sustainability Model (FSM) and reserve analysis in assessing sustainability in the medium to long term. ■ Generating third-stream income through commercialisation based on targets in the strategic plan, maximising investment income through continuous education programmes (CEP) initiatives and other fundraising programmes. ■ Continuously focusing on non-subsidised programmes and outstanding debt and enforcing credit control processes. ■ Monitoring, tracking as well as reporting on the utilisation of the funds by FBPs. |



INSTITUTIONAL RISK REGISTER

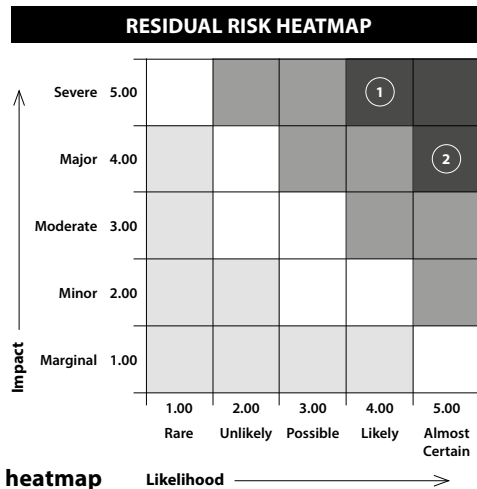






Figure 2: Residual risks heatmap

Table 10: Risk ratings

| # | STRATEGIC OBJECTIVE | RISK TITLE | RESIDUAL RISK RATING Q1 2024 | MOVEMENT | RESIDUAL RISK RATING Q4 2024 | RISK APPETITE AND TOLERANCE LEVEL |
|---|--|--|---|----------|---|-----------------------------------|
| 1 | Fitness for global excellence and stature | <p>Adverse effect on the overall student experience and institutional reputation (privately owned student accommodation)</p> <p>Risk owners: Senior Executive Director</p> <p><i>Risk context</i></p> <p>The inefficient management of student accommodation arises from various contributing factors, which can have adverse effects on the overall student experience, campus life, and institutional reputation.</p> <p><i>Contributing factors</i></p> <ul style="list-style-type: none"> ■ Ineffective accreditation system (challenges in the Hive POSA system). ■ Limited human capital. ■ Collusion between students, student leaders, staff and accommodation providers. ■ Delays by the students in providing the required documentation. <p><i>Risk rating rationale</i></p> <p>The administrative inefficiencies in POSA accreditation processes are a concern because of the impact they may have on the University; factors such as student protest, possible litigation, and reputational harm may impact the institution negatively. As such the risk remains very high.</p> | <p>Very high 25</p>  | ↓ | <p>Very high 20</p>  | Exceeds tolerance |



| # | STRATEGIC OBJECTIVE | RISK TITLE | RESIDUAL RISK RATING Q1 2024 | MOVEMENT | RESIDUAL RISK RATING Q4 2024 | RISK APPETITE AND TOLERANCE LEVEL |
|---|--|--|---|----------|---|-----------------------------------|
| 2 | Fitness for global excellence and stature | <p>Threat of cyberattacks – the protection of internet-connected systems, including hardware, software and data from cyberattacks.</p> <p>Risk owner: COO</p> <p><i>Risk context</i> Cyberattacks refer to malicious activities carried out by individuals or groups with the intent of exploiting vulnerabilities in digital systems to gain unauthorised access, steal sensitive data, disrupt operations, or cause harm.</p> <p><i>Contributing factors</i> Various factors may contribute to the above risk, such as the proliferation of devices due to a growing number of devices on campuses, inadequate protection of sensitive data, open and collaborative environment, inadequate cyber security awareness, remote learning and work environment, phishing and social engineering, ransomware, lack of patch management, and inadequate incident response plan.</p> <p><i>Risk rating rationale</i> The cyberattack risk remains high even after considering effective controls because of the increasing cyber threats and scams. Security tools have been implemented; the effectiveness of the tools is based on the detection of known vulnerabilities and the capability of the tools to identify threats. The controls in place would reduce the impact on the University should the risk materialise.</p> | <p>Very high 20</p>  | → | <p>Very high 20</p>  | Exceeds tolerance |

INSTITUTIONAL COMPLIANCE MANAGEMENT

The University of Johannesburg is committed to the highest standards of good governance and integrity, which are essential in its operation and association with its stakeholders. Thus, the University views compliance as a significant category of risk requiring specific focus and attention within its broader risk management framework and initiatives.

Compliance management is a critical functional area of the University's overall governance and risk management framework and approach in accordance with the recognised compliance risk management practice principles, requirements and recommendations as set out in:

- The King IV Report and Code on Corporate Governance for South Africa (2016).
- The Generally Accepted Compliance Practice Framework (GACP) of the Compliance Institute Southern Africa.
- ISO 19600: 2014 (Compliance Management Systems – Guidelines).
- ISO 31000: 2009 (Risk Management – Principles and Guidelines).



The Council, as an accountable structure to ensure effective compliance management in the University, approved the Compliance Framework and the Compliance Policy on 25 November 2021. The Framework and the Policy provide an overview of the process for the identification, assessment, management, monitoring and reporting of the University's compliance risks and obligations. The compliance risk management process outlined in the Framework and the Policy is applied in the development of the compliance risk assessment document, since the establishment of the Compliance Function (hereafter referred to as Compliance Unit).

The Compliance Unit has expedited the communication of the approved Compliance Framework and the Compliance Policy institution-wide and has formulated a three-year Compliance Strategy and Implementation Plan towards laying the foundation of compliance approach in the institutional faculties and support divisions. The Compliance Unit's Framework Operating Model, depicting the structures and value-add preposition that propel the Unit's execution of the compliance strategies, was presented to the relevant committees.

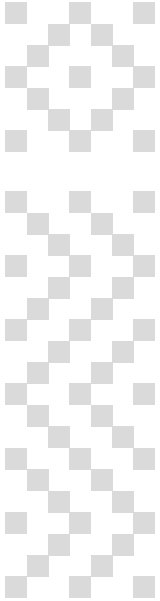
Since its establishment in 2022, the Compliance Unit has aided the MEC and the ELG to review the University's regulatory universe and to develop the departmental compliance profiles that outline the applicable compliance obligations. Following this, compliance workshops were conducted with the divisions and faculties to analyse the applicable compliance requirements and to document the existing controls and practices that exist in those environments for purposes of ensuring compliance. This then paved the way for the compliance monitoring phase to take effect. At the time of this reporting, efforts towards conducting compliance monitoring for the high-risk legal requirements had commenced. Thus, the maturity of the University's compliance management is expected to further improve as the new strategy and implementation plan is executed.



Nolwazi Mamorare (Ms)

Chief Financial Officer





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

COMPOSITION

The ARCC is a Council Committee whose members are independent of the University Executive Management and free from any business or other relationship which could materially interfere with exercising their independent/objective judgment as members of the ARCC.

The Committee consists of the following members:

- 1.1 ARCC members must be independent of the University Executive Management and free from any business or other relationship that could materially interfere with exercising their independent/objective judgment as ARCC members.
- 1.2 Chairperson: The Council appoints an external Council member with proven financial expertise as the Chairperson of the ARCC. When the Chairperson is absent, they will, in consultation with the Vice-Chancellor and Principal, appoint an external Council member to act as Chairperson.
- 1.3 At least two additional external members of the Council, appointed by the Council, with collective expertise in:
 - 1.3.1 Financial and Sustainability Reporting.
 - 1.3.2 Internal Financial Controls.
 - 1.3.3 External and Internal Audit Processes.
 - 1.3.4 Corporate Law.
 - 1.3.5 Information Technology.
 - 1.3.6 Enterprise Risk Management.
- 1.4 An external expert who is not a current Council member may be co-opted to the ARCC as approved by the Council.

Note: In accordance with Section 8.3 of the UJ Statute, the Council may appoint persons, who are not members of Council, as co-opted members of its committees as it deems fit.

INVITEES

- 1.5 The Vice-Chancellor and Principal.
- 1.6 Chief Financial Officer.
- 1.7 Chief Operating Officer.
- 1.8 Registrar.
- 1.9 General Counsel.
- 1.10 External auditors (limited to 3).
- 1.11 Internal auditors (limited to 3).
- 1.12 Executive Director: Financial Governance and Control.
- 1.13 Executive Director: Financial Support Services.
- 1.14 Chief Information Officer.
- 1.15 A representative from the Office of the Auditor-General of South Africa.
- 1.16 The Chairperson, in consultation with the Vice-Chancellor and Principal, may invite persons to attend a meeting for a specified purpose related to the relevant agenda, provided that they may participate in discussions but may not participate in decision-making.



Meeting dates

ARCC meetings were held on the following dates in 2024: 21 February 2024, 16 April 2024, 21 August 2024 and 16 October 2024.

Matters of significance considered and recommended to the Council for approval:

- The revised Charter for the ARCC.
- The Consolidated and Separate Annual Financial Statements as of 31 December 2023.
- The 2023 Going Concern Consideration.
- The Institutional Risk Register.
- The Statement on Risk Management.

Matters approved by the ARCC:

- The ARCC Schedule of Business for 2024.
- The Internal Audit Plan 2024 and fees.
- The Internal Audit Protocols and Escalation.
- The Internal Audit Charter.
- The appointment of SNG Grant Thornton to conduct the Agreed-Upon Procedures engagements to be carried out in 2024 (after June) and 2025.
- Amendments to the 2023 UJ Consolidated Annual Financial Statements.
- The request from EY that the IT General Controls audit review be cancelled, as outlined in the financial year 2024 Internal Audit Plan.
- The 2025 Internal Audit Plan and the three-year rolling Internal Audit Plan for 2025-2027.
- The Internal Audit Plan 2025 and fees.
- SNG Grant Thornton's External Audit Plan for the year ending 31 December 2024.
- SNG Grant Thornton's audit fees for the Statutory Audit and Agreed-Upon-Procedures for 2024.
- The PwC Audit Plan for the audit of the UJ subsidiaries and agreed-upon-procedures engagements for 2024.
- PwC's audit fees and UJ subsidiaries and agreed-upon-procedure fees for 2024 and 2025.
- The EY audit fees for 2024-2026.

Matters noted by the ARCC:

- The quarterly Executive Overview of the CFO.
- The 2023 Financial Overview.
- The outcome of the 2023 Performance Review of the ARCC.
- The outcome of the 2023 Performance Review of MEC Corporate Governance Responsibilities.
- The Internal Auditors Report.
- The External Audit Report on the UJ Annual Financial Statements and Annual Performance Plan.
- The UJ Entities and Agreed-upon Procedures.
- The Audited 2023 Annual Performance Plans/Report.
- The report on Compliance Programme Implementation for the UJ (2022-2024).
- The progress on the Business Continuity Management Review.
- The Consolidated Report on the UJ Risk and Assurance).
- The quarterly report on the Information Technology Governance Update.
- The quarterly report on Major Litigation Matters to which the University is a Party.
- The Report on Information Technology Governance.
- The Report on Tenders Awarded in 2023.
- The HEMIS Audit Report for the 2023 reporting year.
- The quarterly Ethics Hotline Report.
- The Fulfilment of the ARCC Schedule of Business for 2024.
- The reports of the MEC Risk Management Committee meetings.



Other matters:

- Engaging with the external auditors.
- Engaging with Management.
- Conducting a performance review of MEC Corporate Governance Responsibilities for 2024.
- Conducting an ARCC Performance Review for 2024.



Nosipho Molope (Ms)

Chair: Audit and Risk Committee
of Council (ARCC)





Report from the MEC Risk Management Committee (RMC)

COMPOSITION

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

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

MEC RMC meetings

RMC meetings were held on the following dates in 2024: 11 March 2024, 11 June 2024, 15 August 2024 and 14 November 2024.

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

- Supporting and recommending the Charter of the RMC to the MEC for consideration.
- Supporting and recommending to the MEC for discussion and recommendation to the Council for approval via the ARCC:
 - Institutional Risk Register.
 - Institutional Fraud Risk Register.
 - Risk Management Implementation Plan for 2025 to 2027.
- Supporting the following risks to be added to the Institutional Risk Register for recommendation to the Council for approval via the ARCC:
 - Micro-economic factors that impact the financial sustainability of the University.
 - Insufficient infrastructure maintenance.

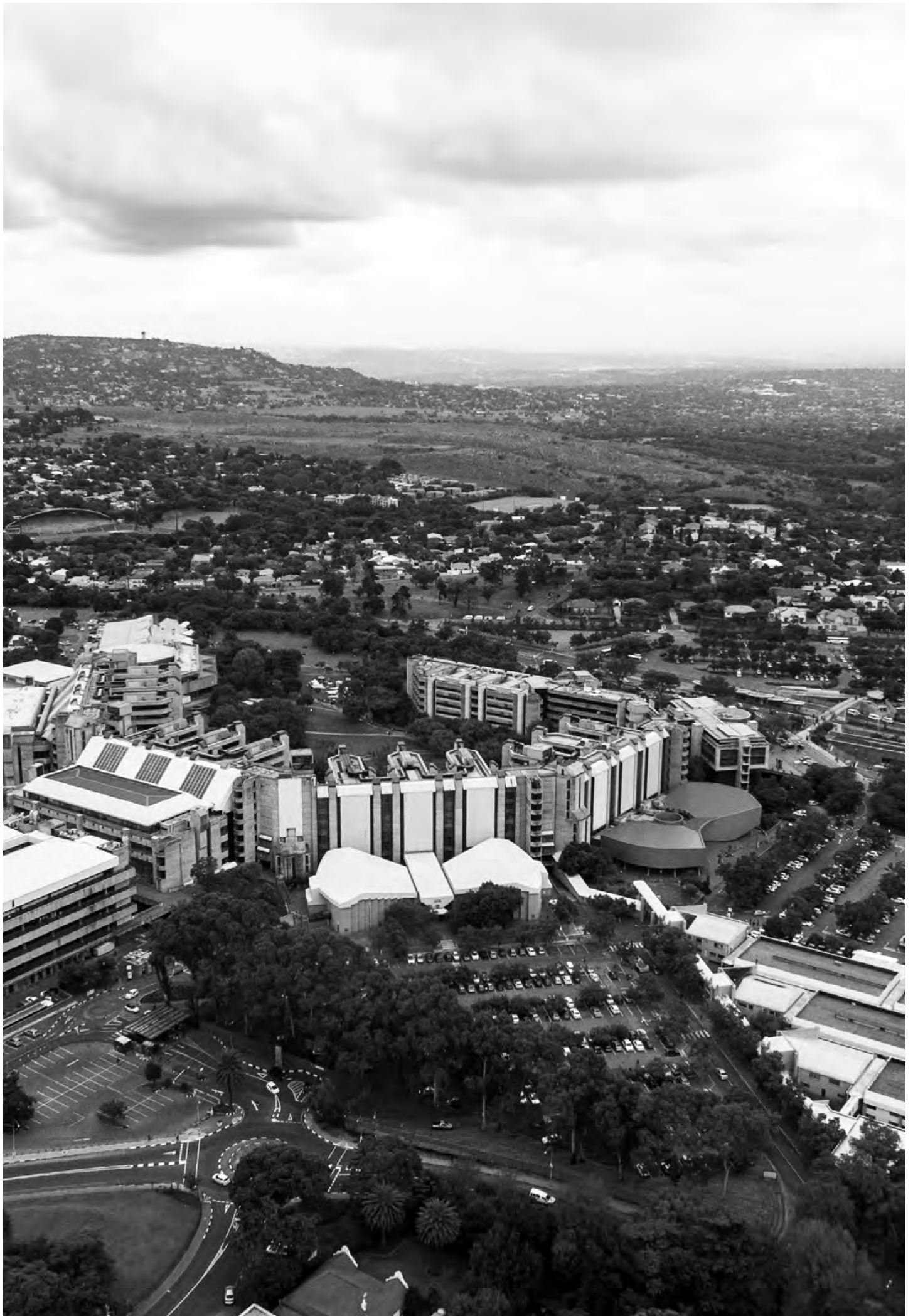


- Inadequate stewardship impacting the University's financial sustainability.
- Academic fraud (staff and students).
- Misinformation and Disinformation (emerging risk).
- Potential water shortage crises (emerging risk).
- Critical supplier contracts (emerging risk).
- Approving the 2024 RMC Schedule of Business.
- Noting the following quarterly reports:
 - Insurance Claim Statistics.
 - The Summary of the Institutional Risk Register.
 - Noting the Business Continuity Management Status Update.
 - Noting the Whistleblowing/Ethics Hotline Report (quarterly).
 - Noting the Gender-based Violence (GBV) Report (quarterly).
 - Noting the uninsured and uninsurable risks.
 - Noting the compliance implementation for the UJ.
 - The Internal Audit Progress Report.
 - The Outstanding Audit Findings per Division.
 - Noting the Internal Audit Findings Statistics.
 - Noting the Risk Management Implementation Plan.
- Noting the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
 - Division: Facilities Management.
 - Division: Global Engagement
 - Division: Human Capital Management.
 - Division: Information and Communication Systems (at every meeting).
 - Division: Office of the General Counsel.
 - Division: Postgraduate School.
 - Division: UJ Sports.
 - Faculty of Humanities.
 - Faculty of Science.
- Noting the following Internal Audit Reports:
 - Application and registrations (including Global Engagement and Student Finance).
 - Asset Management.
 - Database Security Review and Data Management.
 - Firewall Review.
 - Human Resources Operations and Payroll Review.
 - Incident Management and Insurance Reviews.
 - Internal Financial Controls.
 - Investment.
 - Operations – Capital projects, Facilities and Maintenance Management.
 - Procurement and Expenditure.
 - Student Affairs and Governance.
- Conducting an online MEC RMC performance review for 2024.
- Noting the outcome of the 2023 performance review.

Nolwazi Mamorare

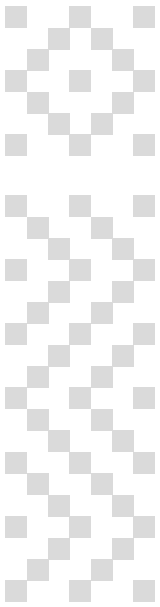
Nolwazi Mamorare (Ms)
Chief Financial Officer





Section SIX





Transformation

OVERVIEW

Transformation is woven into the social, intellectual, and structural fabric of the University of Johannesburg (UJ). It owes its existence to the national government's agenda to achieve transformation within South African higher education.

UJ's character and identity reflect the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis, and its students and employees are as diverse as the society it serves. The institution recognises both the internal and external challenges that this diversity creates but also the many opportunities it presents to establish and sustain a process of transformation that will result in positive social change and the full embodiment of the democratic values of the Constitution in the institution.

The Council, Management and Senate of the University have pursued a transformation agenda since its inception and continue to do so. As the most important component of an institutional culture, the University leadership is committed to leading the transformation process within the University, thereby contributing to the creation of future leaders equipped to address societal injustice and promote sustainability, harmony, and peace with a greater impact.

Effective transformational leadership is essential in managing transformation successfully at UJ. Creativity and innovation are best nurtured within the institution when people from diverse cultures, perceptions, convictions, and opinions meet in a spirit of mutual understanding and trust. The result is an unleashing of the potential inherent in the very diversity of its student, academic and administrative profile to achieve sustained excellence in the execution of its core functions.

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

INSTITUTIONAL TRANSFORMATION PLAN

In November 2024, UJ's Institutional Transformation Plan for 2025-2030 was approved, aligning with the UJ Strategic Plan 2025-2035. This plan introduces nine transformation pillars aimed at fostering inclusivity and sustainability across the University. It addresses both historical inequities and contemporary challenges in higher education through clear objectives for each pillar.

1. **Institutional culture** – Creating an institutional culture that is transforming, Pan-African, diverse, caring and values driven.
2. **Teaching, learning, and knowledge production** – Ensuring decolonisation, curriculum reform and mode of delivery.
3. **Employment equity** – Implementing an employment strategy that ensures representativity of the country's population groups, genders and people with disabilities.
4. **Governance and management** – Implementing systems, procedures and structures; efficiency and effectiveness in terms of people, processes, systems and technology.



5. **Digital transformation** – Aligning UJ to digitisation strategies for competitiveness, efficiency, and success.
6. **Student life** – Improving student services.
7. **Enabling funding** – Securing the financial sustainability of UJ.
8. **Talent management and leadership** – Implementing a talent management strategy that will ensure that the University has the “right people with the right skills in the right jobs at the right time”.
9. **Gender equity** – Addressing inequalities and promoting equity through gender imperatives, ending gender-based violence and creating a safe environment for all.

Transformation committees

In 2024, members of the Executive Leadership Group (ELG) nominated transformation representatives for each faculty and division. A tracking document was developed to monitor projects, initiatives, and recent culture survey results, identifying areas for improvement. In 2025, the priority will be to engage additional domains and formalise the process to integrate transformation pillars across the institution.

Each pillar is supported by a set of objectives and strategies to ensure its successful implementation. To achieve this, the plan includes designated sponsors at the Deputy Vice-Chancellor (DVC) and Management Executive Committee (MEC) levels. The sponsors are responsible for ensuring that each pillar has the necessary resources and support for execution.

Plans, policies and frameworks

Employment Equity Plan

UJ’s Employment Equity (EE) Plan acknowledges the impact of historical discrimination and sets clear targets for achieving equal employment opportunities. The plan ensures that UJ’s workforce reflects the economically active population (EAP) demographics of the country. The UJ Council approved the Employment Equity Plan 2025-2027, which was submitted to the Department of Employment and Labour.

Anti-Discrimination Policy and Gender Inclusion Policy

These two policies have been drafted to combat discrimination and promote gender inclusion across the institution. Consultations with governance structures are under way, and the policies will be implemented once they are approved by the UJ Council.

Bullying, Harassment, Sexual Harassment, and Rape Policy

This policy has been revised to comply with the amendments to the Criminal Law (Sexual Offences and Related Matters) Amendment Act 32 of 2007, promulgated in July 2022. The revised policy ensures UJ’s adherence to all statutory requirements and is currently undergoing approval within various governance structures. In 2024, various initiatives were implemented in collaboration with both internal and external partners, ensuring that transformation imperatives are achieved.

THE TRANSFORMATION UNIT

The University of Johannesburg’s Transformation Unit drives the University’s transformation agenda by promoting an inclusive institutional culture rooted in human dignity, equality, non-racism, non-sexism, and redress. By fostering diversity and mutual respect, the Unit seeks to harness the potential of UJ’s diverse student, academic, and support staff to achieve excellence.

Central to this agenda is leadership development. The Transformation Unit emphasises cultivating shared values and alignment, ensuring that leadership at all levels promotes a culture that supports global excellence.

The Unit is guided by the strategic directives of the Management Executive Committee (MEC) and carries out key functions such as:

- Leading and supporting activities that enhance transformation and develop managerial capacity.
- Designing and implementing initiatives that promote diversity, equity, and global excellence.
- Advocating for transformation and monitoring compliance.
- Managing transformational projects and gender equality initiatives, particularly focusing on gender-based violence (GBV).
- Ensuring alignment with broader higher education transformation goals.



Internationalisation with EDU Africa and South-East Community College

In partnership with the Global Engagement Division, EDU Africa, and South-East Community College, United States, the Transformation Unit presented a series of awareness initiatives. The primary aim of these sessions was to raise awareness of the Transformation Unit's initiatives and encourage greater international collaboration. These workshops also aimed to share valuable insights into how transformation processes are approached and implemented in different global contexts. The partnership is set to continue with further training and information-sharing sessions planned for 2025, with the goal of expanding the Unit's impact and fostering broader international engagement.

The Transformation Unit also seeks to raise awareness on campus by means of its two publications. The *Transformer Magazine 2024* highlighted ongoing transformation projects; and Issues 1 and 2 of the *Inkanyezi Magazine* featured content on the COO's domains and the achievements of various faculties and divisions at UJ.

TRANSFORMATION IMPERATIVES

In the following we consider in turn the nine themes from UJ's Transformation Plan and work done in this regard at UJ during 2024.

Theme One: Transforming UJ's culture

Work in this pillar is led by the Chief Operating Officer (COO), with much of the work undertaken by the Transformation Unit and contributing to creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven.

Transformational leadership

The University of Johannesburg Young Leaders Development Programme (UJYLDP)

On 12 November 2024, UJ celebrated the graduation of its seventh cohort of the UJYLDP. This intensive 75-hour programme is designed for 40 student leaders representing the Student Representative Council (SRC), house committees, and other influential student roles. The programme prepares students to become transformative leaders both within the university and in the wider world.

Transformational training workshops

The Transformation Unit has developed and implemented a series of training workshops aimed at addressing key social issues, promoting inclusivity, and fostering a campus culture aligned with the institution's values. These workshops play an integral role in equipping students, staff, and leadership with the tools necessary to navigate complex issues such as gender-based violence (GBV), diversity, gender equity, and social inclusion. Below are key workshops and initiatives facilitated by the Transformation Unit.

First-Year Culture Integration Sessions

In collaboration with Student Affairs, the Transformation Unit facilitated culture integration workshops for first-year students, which aimed to provide foundational support as they transitioned into university life. The workshops were designed to engage the students both emotionally and intellectually, with the goal of reducing risky student behaviour (RSB) and instilling a deep understanding of the values and culture of UJ. By equipping first-year students with essential life skills and practical tools, the workshops ensured that students were well-prepared to align with the institution's values.

A central focus of these sessions was the promotion of diversity and inclusion within the UJ residences, with the workshops working towards creating an inclusive, values-driven culture. This initiative aligned with UJ's broader vision of fostering a campus that celebrates diversity and creates a safe space for students of all backgrounds to thrive.

First-Year Student Training with the Academic Development Centre

From 19 February to 11 March 2024, the Transformation Unit participated in the First-Year Orientation Sessions for extended degree students on DFC and APB Campuses. These sessions were an essential component of the orientation programme and emphasised gender equity, GBV awareness, and inclusive practices. Given the prevalence of global injustices, these workshops sought to raise awareness about issues of gender discrimination



and sexual violence, empowering students to actively participate in creating a more inclusive and supportive university environment. This training provided first-year students with the tools to recognise and address such challenges, ensuring that these themes remained central throughout their academic journey.

Final-Year Students Workshop with the Faculty of Law

The Transformation Unit collaborated with the UJ Law Clinic to facilitate a workshop for final-year law students. This workshop focused on critical issues related to diversity, inclusion, and gender equity in the legal profession. The session aimed to prepare students for the transition from law school to professional practice, emphasising the importance of inclusivity when providing legal consultations. By exploring real-world applications, the workshop helped students understand how to apply the principles of diversity and inclusion within their future roles as legal practitioners, ensuring that these values are embedded in their professional conduct.

Student Representative Council (SRC) Induction

As part of the SRC Induction Programme, the Transformation Unit was invited to provide training for incoming student leaders. Organised by the Student Affairs Division, this programme aimed to familiarise student leaders with the wide array of support structures and initiatives available within the University, particularly those focused on student welfare and advocacy. The workshop fostered a deeper understanding of these resources, encouraging collaboration between student leaders and support services. By doing so, the programme ensured that student leaders were well equipped to offer guidance and seek assistance on behalf of their peers, promoting a unified and supportive campus community.

Diversity and inclusion

Discrimination cases

In 2024, the Transformation Unit handled six discrimination cases – four involving students and two involving staff. These cases were referred to Student Ethics and Judicial Services and Employee Relations, respectively, for appropriate action. Ongoing support is provided to ensure the safety and well-being of all individuals involved.

Gender Prefix-amendment Project

UJ is progressing with the Gender Prefix Project, which aims to ensure gender inclusivity across its systems. Collaborating departments are aligning systems such as Oracle E-Business Suite (EBS), and Motadata to reflect diverse gender identities accurately.

Gender-neutral bathrooms

UJ is renovating several bathrooms to create gender-neutral spaces, ensuring inclusivity for all members of the university community. The construction project is expected to be completed by 2025, with the formal launch scheduled for the same year.

Language Policy

With language playing an important role in social inclusion and exclusion, UJ welcomed the Language Policy audit in March 2023, as part of USAf's initiative to implement the DHET's New Language Policy Framework. Following the audit, the DHET issued a call for universities to develop a Language Development Implementation Plan (LDIP). UJ submitted its 2024-2026 LDIP at the end of 2023, incorporating faculty input and securing DHET approval in February 2024, along with R2.5 million in funding over a three-year period. In 2024, several milestones were achieved across these areas. These included multilingual study guides translated into isiZulu, Sesotho sa Leboa, isiXhosa, and Afrikaans for selected undergraduate modules in the Faculties of Science and Humanities. CBE developed an app enabling students to receive responses in isiZulu for Marketing Research modules.

In addition, in the Department of Politics, a classical text, one honours essay, and one master's dissertation have been translated into isiZulu. The Faculty of Humanities proposed a glossary compiling research terms in Sesotho sa Leboa and isiZulu, and the Department of Politics hosted a workshop on research methods in these languages. As part of the broader capacitation of the UJ community, five masterclasses and workshops were conducted on integrating isiZulu and Sesotho sa Leboa into research and teaching, and the Division of Teaching



Excellence developed five learning guides in isiZulu. In 2025, UJ will review its Language Policy and Language Policy Implementation Plan to ensure continued alignment with institutional and national objectives.

Theme Two: Teaching, learning and knowledge production

Under the leadership of the DVC Academic, faculties have been driving work around decolonisation, curriculum reform and mode of delivery. In this they are supported by the Division for Teaching Excellence and the Division of Academic Development and Support. For further detail, please see the various reports in Section Nine of this Annual Report.

Theme Three: Employment equity

For detail regarding this pillar, please see Section Fifteen of this Annual Report, where the Division of Human Capital Management reports on progress made at the University in terms of employment equity, both with regard to appointments and promotions and in terms of demographics, gender and disability. This work is also under the leadership of the COO.

Theme Four: Governance and management

Under the leadership of the Registrar, close attention is being paid to systems, procedures and structures, with notable achievements in using technology for enhanced efficiency and effectiveness. For further detail see the reports by Central Academic Administration and by Corporate Governance in Section Sixteen of this Annual Report.

Theme Five: Digital transformation

UJ's leadership in the Fourth Industrial Revolution is well known and widely acknowledged. Ongoing work is led by the Division of Information Communication Systems, under the direction of the COO. Further detail is to be found in Section Sixteen of this Annual Report.

Theme Six: Student life

The several surveys undertaken among students confirm that students are generally appreciative of the institution's efforts to ensure an excellent experience for all students. (See reports by the Division for Institutional Planning, Evaluation and Monitoring in Section Nine of this Annual Report.) Further information on student life at UJ can be found in the reports by Student Affairs, UJ Sport and Arts and Culture in Section Fourteen of this Annual Report. This work is under the guidance of the DVC: Academic and the Chief Executive Officer, respectively.

Theme Seven: Enabling funding

Please see the several reports by the encompassing Finance Portfolio in Section Seventeen of this Annual Report, led by the Chief Financial Officer.

Theme Eight: Talent management and leadership

Talent management among support staff is driven by the Division of Human Capital Management, under the guidance of the COO, which offers a comprehensive range of training opportunities ranging from learnerships through short programmes to qualifications.

In addition, the institution runs a wide range of staff leadership programmes of various types. Particularly noteworthy are the following two leadership programmes.

The University of Johannesburg Executive Leadership Development Programme for Universities (UJELDPU)

The UJ Executive Leadership Development Programme for Universities (UJELDPU) is a multidisciplinary, interactive, and forward-thinking programme designed to take leaders on a journey to explore emerging local and global themes, opportunities and challenges facing university education. Using the Chatham House Rule, the programme allows individuals to share experiences and best practices with their peers as facilitated by a selection of industry leaders and experts. On 11 November 2024, the UJ executive delegates presented their Action Learning Projects (ALP) to the MEC, concluding the day with a prestigious graduation.



University Johannesburg Women in Leadership Development Programme (UJWLDP)

The UJ Women in Leadership Development Programme was concluded on 8 November 2024. As one of the institution's flagship leadership initiatives, the programme has consistently demonstrated its commitment to developing women leaders. The 2024 cohort was particularly successful, equipping participants with invaluable insights on leading themselves and others effectively. A highlight of the programme's conclusion was the graduation programme, where participants presented their Action Learning Projects (ALPs) to a panel of evaluators. After thorough deliberation, the panel selected the best ALP for the cohort. The event culminated in a memorable graduation ceremony, celebrating the achievements of 20 remarkable women leaders who completed the programme.

The Division for Teaching Excellence runs the Future Professors Programme (FFP), the New Generation Academic Programme (nGAP), and the Nurturing Emerging Scholars Programme (NESP). These programmes are funded by DHET and are steadily promoting demographic and gender diversity within the faculties. The Accelerated Academic Mentoring programme (AAMP) is a longstanding UJ initiative, which is contributing substantially to transforming the professoriate. Similarly, the Assistant Lecturers (AL) Programme is preparing UJ's talent pool, seamlessly transitioning ALs into permanent positions as vacancies arise due to retirements and resignations.

Theme 9: Gender equity

Here we again revert to work lead by the Transformation Unit, under the leadership of the Chief Operating Officer.

Case management

In 2024, UJ recorded 36 cases related to gender-based violence (GBV), including four cases of bullying, 16 cases of sexual harassment, and 16 cases of rape or sexual assault. Some of these cases have been concluded, while others are still being processed through the disciplinary committee.

UJ's Women's Mentorship Programme

Launched in 2024, the UJ Women's Mentorship Programme pairs 120 women mentees with experienced mentors from the UJWLDP. The programme seeks to support UJ staff members, both support and academic.

UJ gender-based violence (GBV) online reporting tool

In 2024, UJ developed an online GBV reporting platform to allow survivors, victims, and witnesses to report incidents anonymously while ensuring the retention of critical information. This tool will officially launch in 2025, complementing UJ's broader efforts to combat GBV and promote safety and equity within the University.

GBV awareness campaigns

The Transformation Unit has actively implemented a series of comprehensive campaigns to raise awareness and reinforce UJ's unwavering stance of zero tolerance to GBV. These included the 365 Days of Activism Against GBV and the Human Trafficking Awareness Campaign, launched in February 2024 with approximately 800 first-year students.

Gender forums

These include the Women's Forum, the Disability Forum and the Queer Forum.

Women's Forum

International Women's Day: On 7 March 2024, UJ celebrated International Women's Day with the theme, 'Invest in Women, Inspire Inclusion and Accelerate Progress'. Various speakers unpacked the significance of investing in women and highlighted strategies to create opportunities for women to grow.

UJ Women's Forum Bursary: The Women's Forum received a donation of half a million rand to fund final-year and postgraduate students studying in such disciplines as Industrial and Mechanical Engineering.

UJ August Women's Day: UJ's Women's Month celebration in August 2024 included the unveiling of the UJ Women's Book, a project led by the Vice-Chancellor to honour exceptional women who have made significant contributions to their fields and communities. Contributors were individuals invited by the Vice-Chancellor.



Women in Leadership Book: The Women in Leadership Book project, concluded in 2024, profiles women leaders at UJ and captures their journeys, wisdom, and accomplishments. The book will be launched during the 2025 International Women's Day celebrations. Contributors are individuals from the UJ ELG.

Disability Forum

The UJ Disability Forum, launched in 2024, aims to address the needs of individuals with disabilities. A tracking system has been implemented to ensure that all projects related to disability inclusion are completed in a timely manner.

Queer Forum

The Queer Forum has been actively involved in promoting LGBTQI+ rights and inclusion. Several successful events were hosted in 2024, including the HOLD Screening and the Rainbow Affair.

HOLD Screening: On 17 May 2024, UJ, in partnership with Flanders State of the Art, the Embassy of Belgium in Pretoria, GALA, the Centre for Human Rights (UP), the University of Pretoria, and the French Embassy in South Africa, commemorated the International Day Against Homophobia, Biphobia, Intersexphobia, and Transphobia. The documentary HOLD was screened at the Keorapetse William Kgotsitsile Theatre on APK, with an engaged audience discussing the personal stories of 17 LGBTQI+ individuals in relation to the legalisation of same-sex marriage in South Africa, Belgium, and France. The event fostered a strong sense of community and a commitment to social justice issues.

Rainbow Affair: In August 2024, the UJ Queer Forum hosted the Rainbow Affair, an event that celebrated and advocated for queer rights and inclusion at UJ. The event featured exhibitions, poetry presentations, performances, and a fashion showcase, highlighting the achievements of the LGBTQI+ community, while also addressing ongoing challenges in South Africa's higher education context.

GBV E-Learning Module

UJ has introduced a comprehensive GBV E-Learning Module to address the persistent issue of gender-based violence within the university environment. In-person and online training sessions have been conducted, with approximately 1 200 staff members trained to date. The goal of this initiative is to raise awareness about the complexities of GBV, providing participants with the necessary knowledge and practical skills to identify, address, and prevent GBV incidents in the workplace and campus settings. By fostering greater awareness and understanding, the e-learning module contributes to creating a safe, inclusive environment free from violence, harassment, and discrimination.

UJ residences GBV training workshops

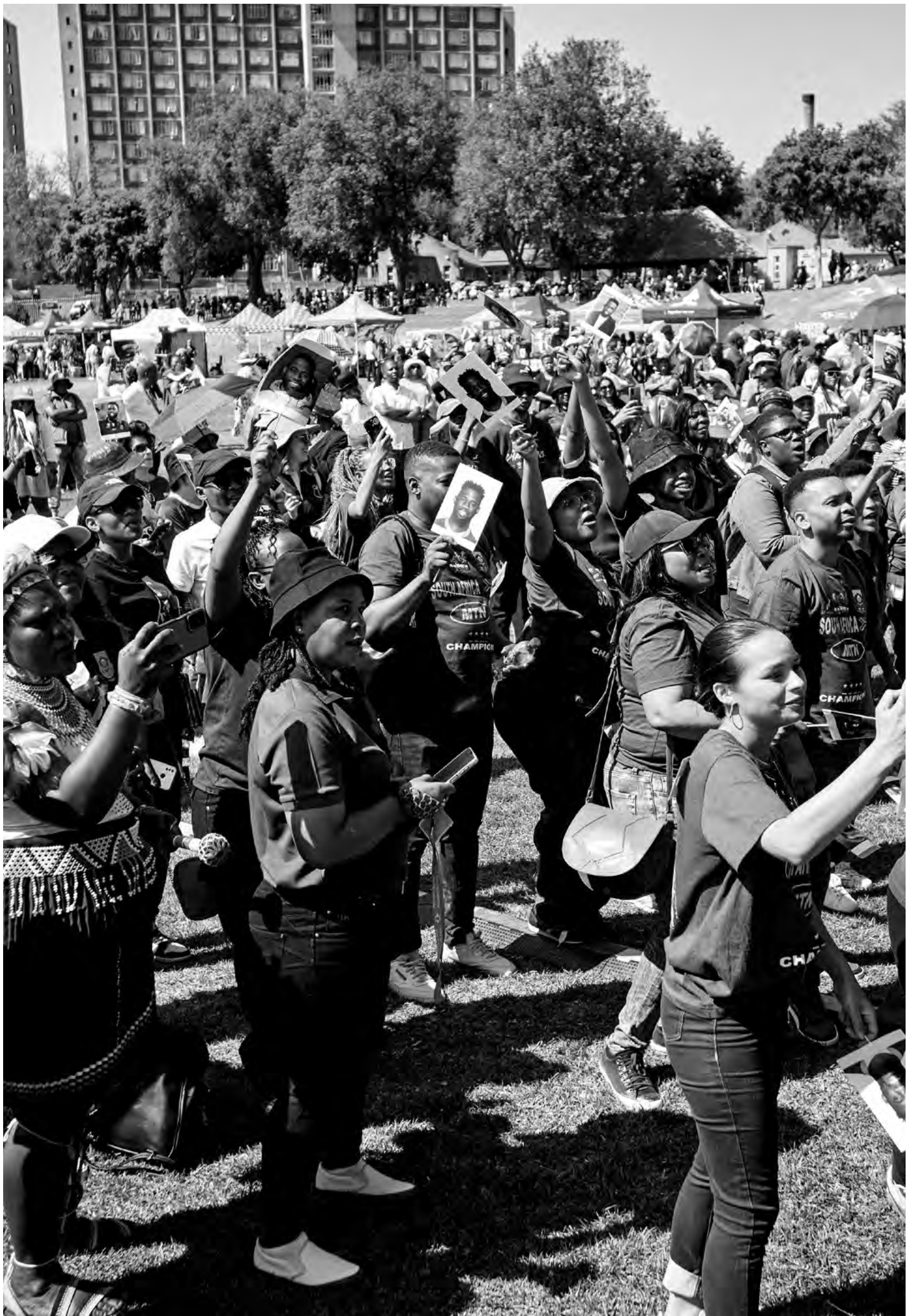
The Transformation Unit rolled out residence-based workshops aimed at raising awareness about GBV across the four campuses. These workshops were specifically tailored to address how GBV manifests within the context of university residences, classrooms, and social spaces. The focus was on equipping students with the knowledge to prevent, recognise, and report GBV incidents, thereby empowering them to take action when necessary. These sessions were well-received, with students acknowledging their value in contributing to a campus culture that is safe and free from all forms of violations. This initiative further aligns with UJ's ongoing efforts to combat GBV and promote a culture of respect and safety.

CONCLUSION

The University of Johannesburg's commitment to transformation is clearly reflected in its comprehensive Institutional Transformation Plan 2025-2030, which aims to foster inclusivity, diversity, and equity throughout the university community. By focusing on leadership development, implementing progressive policies, and promoting a safe, inclusive environment, UJ positions itself as a leader in higher education transformation.

The University's ongoing efforts to address historical disparities and current challenges demonstrate its dedication to creating a future where all students, staff, and stakeholders can thrive. Through sustained investment in these transformation initiatives, UJ will continue to uphold its values of fairness, equality, and respect, setting the foundation for long-term success and global excellence.







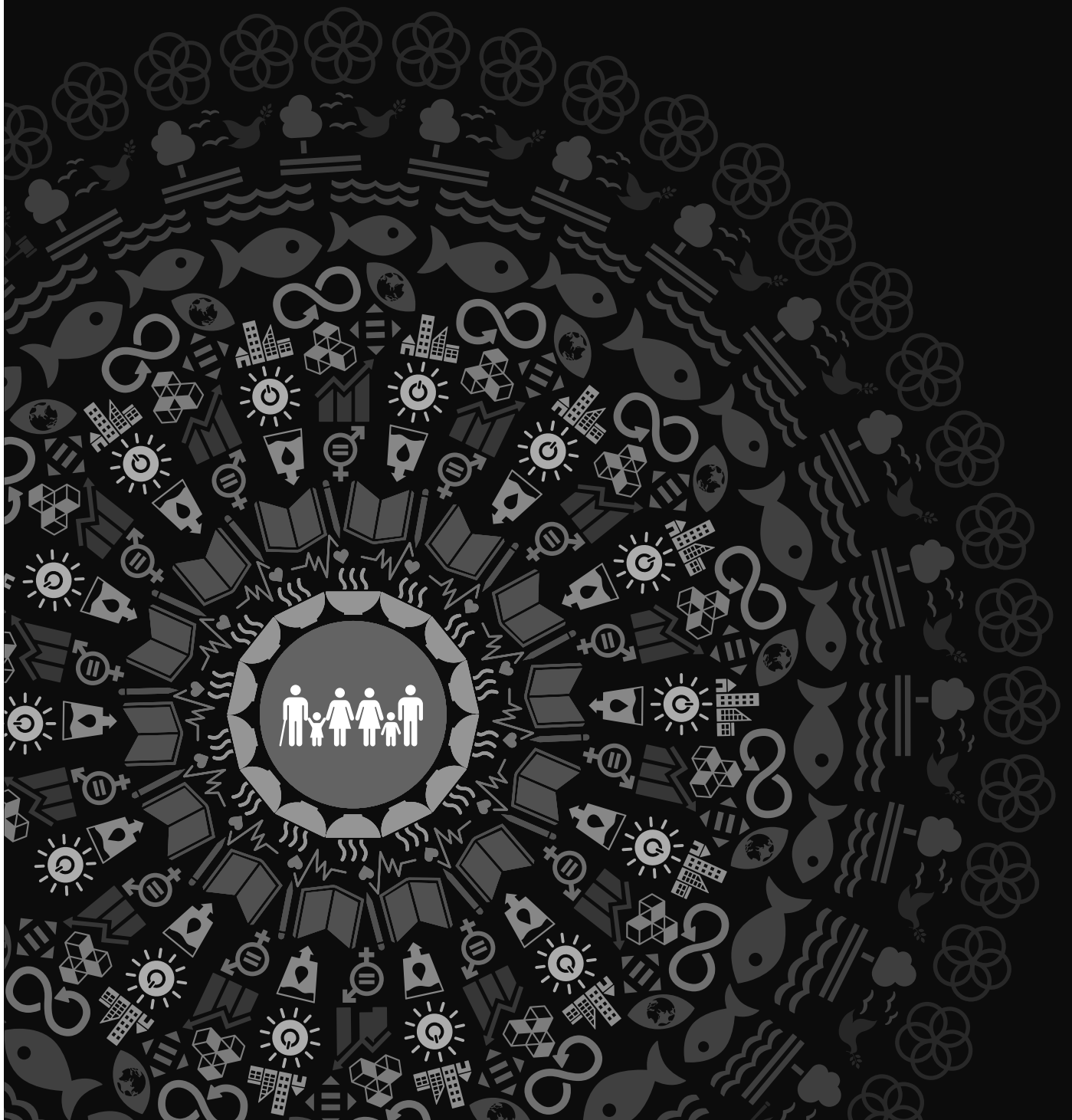
Mpoti Ralephata (Dr)
Chief Operating Officer

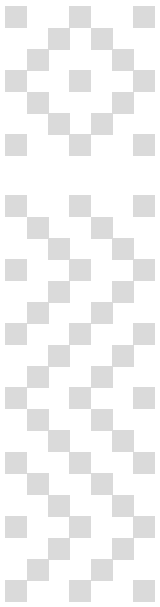


Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal



Section SEVEN





Statement on Environmental Sustainability

OVERVIEW

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

Strategic Objective Six

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

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

This report highlights some of the specific focus areas, as well as improvements achieved during 2024.

ENERGY MANAGEMENT

Carbon footprint

UJ's carbon footprint analysis was based on its actual 2024 energy consumption. The total carbon footprint for 2024, based on energy consumption from various sources, is approximately 55 617 tCO₂ compared to the 49 546 tCO₂ reported during 2023 (refer to Tables 11 and 12, respectively). This indicates an increase of approximately 12,3%. This can be attributed almost entirely to the increased use of national and international flights by UJ staff and students. To some extent, the reductions in other areas are heartening, but the dramatic increase in flight-related carbon emissions needs some form of future consideration. The total is even higher than the pre-COVID-19 level of carbon emissions in 2019 (54 642 tons), and from that perspective, UJ is now showing an unfortunate increase in carbon generation (an increase from 2019 to 2024 of 1,79%).

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 14,45% since 2013 and by a further 1,02% in 2024 – the UJ on Stanley support building.
- The Auckland Park Kingsway Campus continued to contribute significantly to the overall carbon footprint with a nett 29 332 tCO₂ compared to the overall University footprint of 55 617 tons.
- The methodology of measuring the carbon footprint is based on absolute consumption on main campus areas, and now also includes UJ-owned properties, such as off-campus residences and UJ on Stanley, so that these facilities are now properly accounted for.



- While the reported solar photovoltaic power generation has led to a measurable decrease in the carbon generated by UJ – the decrease is approximately 6,48%, an increase from the 2023 figure of 4,79% – this must, as mentioned above, be seen against the overall increase in electricity consumption experienced in 2024. More solar plants came online during 2024 at UJ on Empire and the VC's House.

This indicates an increase of 12,3% as compared to the usage in 2023.

Table 11: Carbon footprint based on 2024 actual consumption

| Emission Source | Kingsway Campus (APK) | Bunting Road Campus (APB) | Doornfontein Campus (DFC) | Soweto Campus (SWC) | Non-academic campuses (UJoE & Atrium) | Total CO ₂ | Total tons of CO ₂ |
|--|-----------------------|---------------------------|---------------------------|---------------------|---------------------------------------|-------------------------------------|--------------------------------------|
| Electricity (kWh) | 22 103 047 | 6 011 887 | 8 728 248 | 4 248 016 | 536 318 | 41 627 516 | 41 628 |
| Natural gas (GJ) | 977 098 | 359 919 | 199 665 | – | – | 1 536 683 | 1 537 |
| Catbot | 101 196 | – | – | – | – | 101 196 | 101 |
| Petrol (Fleet) | 153 419 | 53 583 | 955 789 | 11 363 | – | 1 174 154 | 1 174 |
| Diesel (Fleet) | 235 036 | 10 772 | 36 160 | 7 799 | – | 289 766 | 290 |
| Diesel generators | 487 478 | 336 379 | 221 583 | 210 286 | – | 1 255 725 | 1 256 |
| Inter-campus buses | 337 982 | 66 335 | 145 902 | 66 231 | 5 085 | 621 536 | 622 |
| Staff and student work-related flights | 5 717 703 | 1 078 812 | 2 589 149 | 1 186 693 | 215 762 | 10 788 120 | 10 788 |
| Paper used by UJ/ KMSA sites | 500 550 | 98 242 | 216 080 | 98 089 | 7 531 | 920 493 | 920 |
| Total kg of CO ₂ | 30 613 510 | 8 015 929 | 13 092 576 | 5 828 477 | 764 697 | 58 315 188 | 58 315 |
| Total tons of CO ₂ | 30 614 | 8 016 | 13 093 | 5 828 | 765 | 58 315 | Reduction of Electrical Power |
| Solar PV generation | 1 282 | 377 | 429 | 317 | 293 | 2 698 | 6,48% |
| | | | | | | Total tons of CO₂ | 55 617 |



Table 12: Carbon footprint based on 2023 actual consumption

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

The 2023 carbon footprint breakdown is depicted in Figures 3 and 4.

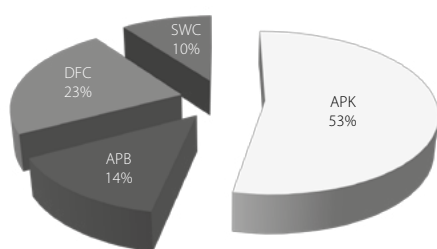
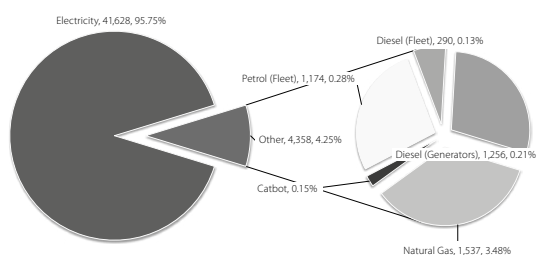


Figure 3: CO₂ production per campus



**Figure 4: January to December 2024
YTD tons of CO₂ per emission source**



Electricity

For January to December 2024, the University of Johannesburg achieved an electrical energy savings of 28,2%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes or fluctuations in student or staff numbers. This saving was achieved in spite of a 1,68% increase in consumption in 2024 compared to the 2023 figure.

The following energy savings initiatives have started showing positive results:

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

Continuing with these types of initiatives, including the introduction of further photovoltaic (PV) systems, together with awareness campaigns, will further improve on savings. Since 2018, savings have been lowest on APK overall, due to increased HVAC and the growth in specialist research equipment on the campus. In 2025, a new (delayed) main chiller installation on the APK Campus with substantially better energy efficiency and no water use will change the energy and water figures there substantially. Table xx identifies the 2024 energy savings expressed as a percentage.

Table 13: Electrical energy savings (2024) based on 2019 consumption (includes own generation)

| MONTH | APK | APB | DFC | SWC | TOTAL |
|---------------|----------------|----------------|----------------|----------------|----------------|
| Jan-24 | -32,92% | -53,22% | -45,33% | -25,63% | -33,83% |
| Feb-24 | -30,79% | -47,19% | -26,99% | -18,34% | -28,1% |
| Mar-24 | -35,71% | -21,17% | -15,3% | -20,33% | -24,51% |
| Apr-24 | -32,72% | -26,79% | -11,73% | -13,35% | -22,85% |
| May-24 | -36,23% | -33,44% | -13,11% | -22,23% | -26,58% |
| Jun-24 | -10,26% | -8,44% | 0,02% | -19,91% | -4,04% |
| Jul-24 | -17,39% | -15,57% | -6,08% | 2,16% | -8,36% |
| Aug-24 | -18,87% | -11,08% | -4,49% | 1,32% | -8,87% |
| Sep-24 | -29,41% | -10,83% | -9,97% | -8,08% | -16,64% |
| Oct-24 | -31,17% | -14,33% | -11,55% | -19,3% | -20,28% |
| Nov-24 | -41,94% | -18,97% | -18,1% | -27,9% | -29,68% |
| Dec-24 | -36,1% | -9,18% | -16,99% | -26,44% | -23,52% |
| Totals | -29,38% | -22,28% | -13,58% | -15,63% | -20,14% |

Natural gas

Sasol natural gas (Egoli gas) now contributes 2,8% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and in small quantities at the laboratories for experiments. The saving achieved on gas reduction for 2024 compared to 2015 is 52,1% (again reiterating that the baseline is the 2015 figure for gas consumption).

Egoli natural gas has a lower CO₂ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy. Egoli natural gas will in future be used at a number of residences for



**Table 14: Electrical energy savings (2024) in comparison to 2023 consumption
(includes own generation)**

| Savings from 2023 | | | | | New measures separately | | TOTAL |
|-------------------|---------------|--------------|--------------|--------------|-------------------------|---------------|----------------|
| MONTH | APK | APB | DFC | SWC | JBS PARK | NON-CAMPUS | |
| Jan-24 | -15,46% | -20,47% | -15,19% | 13,34% | – | -0,12% | -9,29% |
| Feb-24 | -11,98% | -13,63% | -2,91% | -9,71% | – | 30,4% | -6,14% |
| Mar-24 | -13,39% | 14,99% | -7,13% | -2,97% | – | -5,95% | -2,8% |
| Apr-24 | -1,52% | 28,39% | 22,09% | -3,06% | – | 3,22% | 10,69% |
| May-24 | -28,27% | -3,46% | 5,51% | -17,06% | – | -24,04% | -13,97% |
| Jun-24 | 1,92% | 12,18% | -0,25% | -10,26% | – | -2,24% | 6,19% |
| Jul-24 | -3,72% | 12,19% | 5,31% | 57,52% | 733,06% | -4,19% | 9,28% |
| Aug-24 | -4,89% | -10,15% | -4,02% | 8,51% | -5,81% | 10,46% | -4,14% |
| Sep-24 | -8,58% | 20,51% | 10,54% | 13,64% | 27,95% | 36,91% | 3,22% |
| Oct-24 | -8,03% | 5,75% | -6,97% | -8,55% | 2,75% | -13,17% | -5,48% |
| Nov-24 | -8,08% | 6% | -0,65% | -8,20% | 9,16% | -10,3% | -3,9% |
| Dec-24 | -12,52% | -4,32% | -14,01% | -5,18% | 0,18% | -28,01% | -10,48% |
| Totals | -9,58% | 4,53% | 0,09% | 1,07% | 158,96% | -1,78% | -1,89% |

heating water and cooking. Since a great deal of gas is used for heating on the APB Campus, there is a plan to trial a 2 000kW combined heat and power (CHP) generation facility to simultaneously reduce dependence on Eskom power and to reduce the campus carbon footprint further – as well as potentially exporting energy to other UJ campuses. The continuing diversification of energy sources, from 2019 onwards, will result in a small but measurable continual reduction in the carbon footprint, especially at the residences.

Petrol, diesel and travel-related usage

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 92 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 2,8%. It must be noted that the 2024 saw a decreased occurrence of Eskom load shedding, which resulted in a reduction in diesel usage for backup power. Hence, the diesel used for backup generators as well as diesel for maintenance vehicles used as standby vehicles decreased from 2023 by 47,45% directly because of the decrease in load shedding in 2024.

There was again a very substantial increase in local and international travel during 2024. Since 2019, UJ has also started reporting energy consumption and CO₂ generation resulting from the extensive student bus service operated between campuses, as well as the effective CO₂ generation due to staff related national and international flights. In 2024, the further increase in staff flights as well as a full return to the normal student bussing situation resulted in a further 145,5% increase in carbon generation. For 2024, this carbon generation source was now 20,5% of the total UJ generation.

Catbot fuel

Catbot fuel is used for the purposes of generating hot water during the five winter months for the central air conditioning plant on APK. Catbot fuel is used to run two hot water generators for the generation of hot water, which is distributed and circulated through the air conditioning system on APK. At present, the catbot fuelled boilers are again operating but only produced 0,2% of the total UJ carbon emissions in 2024.



WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. During 2024, a significant number of days were experienced on all major campuses where due to either load shedding or infrastructure failure, there was no water supplied to campuses at all. This resulted in a great deal of direct water purchases from commercial suppliers – in excess of 11.9 million litres at a cost of more than R10.8 million. In addition to this, UJ also moved 79.6 million litres of water between campuses using its own water tankers to save on water purchases (these savings amounted to an estimated R41.5 million). Water consumption increased in 2024 by 12,3% – partly due a single new building as well as a very warm summer in 2023/2024. Notwithstanding the 2024 increase, UJ still shows a reduction of more than 36,45% in water use compared to 2015. As far as possible, borehole water is now used on all campuses, and the two new boreholes for supply subvention from 2024 are now in operation and are primarily used for gardening purposes. The first grey water recycling plant was constructed in late 2024 and will provide an estimated 7 to 8 million litres of water savings on the APB Campus per annum from 2025.

Several initiatives implemented in 2024 contributed to some water savings; however, the major reduction was due to non-supply by the CoJ. The key focus areas in the reduction of water consumption for 2024 were as follows:

- Achieving 100% installation of water restricting showerheads in residences.
- Reducing gardening water usage and moving some of this to boreholes.
- Reducing water usage due to reduced supply by the CoJ as a direct result of the Eskom load shedding processes.

The key focus areas in the reduction of water consumption for 2025 are as follows:

- Facilities Management has started replacing existing taps with push taps in the UJ on Stanley building, and this will now gather further momentum in 2025.
- Additional drilling for water on other UJ properties – this is an ongoing process.
- Conducting further awareness campaigns on campuses and in residences to achieve water savings.
- In 2025, the trial of waterless urinals will be commissioned in the UJ on Stanley building.
- Facilities Management will also be investigating a waste concentration system on the APK Campus to reduce sewage costs and allow for substantial water recovery for irrigation purposes.
- The second and third grey water system will be installed for large residences on the APK and DFC Campuses in 2025 – with expected savings of more than 15 million litres of water per annum on those campuses.

WASTE MANAGEMENT

The following two tables provide, firstly, an overview of total waste generation compared to recycled waste, and secondly, an analysis of the different types of waste generated in the reporting year. The new total of 44% recycled waste is a welcome increase compared to 2023. While the total waste generated now exceeds the more recent pre-pandemic levels, the percentage being recycled is also increasing as more efforts are made to improve recycling on the campuses.

Table 15: Waste generated versus waste recycled – 2011 to 2024

| YEAR | GENERATED TONS | RECYCLED TONS | % |
|-------------|-------------------|------------------|---------------|
| 2011 | 4 838.48 | 188.71 | 3,9% |
| 2012 | 3 559.19 | 288.27 | 8,1% |
| 2013 | 2 361.88 | 416.64 | 17,64% |
| 2014 | 1 551.27 | 538.71 | 34,75% |
| 2015 | 1 773.81 | 506.51 | 28,55% |
| 2016 | 1 818.89 | 513.60 | 28,89% |
| 2017 | 2 333.52 | 456.66 | 19,56% |



| YEAR | GENERATED TONS | RECYCLED TONS | % |
|------|----------------|---------------|--------|
| 2018 | 2,312.87 | 521.48 | 22,54% |
| 2019 | 1 858.48 | 625.33 | 33,65% |
| 2020 | 1 409.30 | 673.86 | 47,81% |
| 2021 | 1 749.37 | 895.03 | 51,16% |
| 2022 | 2 097.93 | 844.33 | 40,25% |
| 2023 | 2 082.45 | 818.28 | 39,3% |
| 2024 | 2 135.50 | 939.69 | 44% |

Table 16: Different types of waste recycled from January 2024 to December 2024

| MONTH | COM PAPER | WHITE PAPER | PLASTIC | CANS | E- WASTE | FLORESCENT AND BATTERIES | CARD BOXES | GLASS | SCRAP METAL | WET WASTE | FAT WASTE | GARDEN REFUSE | TOTAL WASTE GENERATED IN KG | WASTE RECYCLED | RECYCLED % |
|--------------|---------------|---------------|---------------|---------------|------------|--------------------------|---------------|---------------|---------------|--------------|--------------|----------------|-----------------------------|----------------|------------|
| Jan-24 | 1 878 | 5 153 | 786 | – | – | 156 | 3 829 | – | 300 | – | – | 97 290 | 17 281 | 109 392 | 63,25% |
| Feb-24 | 1 520 | 4 272 | 2 451 | 226 | – | 201 | 5 387 | – | 1 000 | 585 | – | 83 506 | 20 977 | 99 148 | 47,27% |
| Mar-24 | 1 993 | 5 422 | 4 838 | 806 | – | 174 | 5 042 | 5 454 | – | 280 | – | 51 938 | 20 079 | 75 947 | 60,7% |
| Apr-24 | 2 217 | 7 682 | 4 704 | 1 592 | – | 210 | 4 898 | 3 904 | 1 304 | 391 | – | 51 200 | 17 790 | 78 102 | 43,91% |
| May-24 | 1 075 | 8 107 | 4 638 | 1 200 | – | – | 7 588 | 229 | 1 132 | 635 | 40 | 63 980 | 24 545 | 88 624 | 36,11% |
| Jun-24 | 4 496 | 6 535 | 4 474 | 1 134 | – | 387 | 2 962 | – | 1 150 | 630 | – | 63 720 | 20 921 | 85 488 | 40,87% |
| Jul-24 | 4 242 | 7 045 | 2 952 | 522 | 150 | 299 | 4 004 | – | 1 660 | 145 | 100 | 42 440 | 17 353 | 63 559 | 36,63% |
| Aug-24 | 3 913 | 5 144 | 4 513 | 1 201 | – | 180 | 3 441 | 5 235 | 1 510 | 290 | 3 980 | 61 580 | 24 733 | 90 987 | 36,78% |
| Sep-24 | 5 252 | 7 412 | 4 063 | 1 101 | – | 180 | 3 037 | 2 240 | 1 620 | 492 | 250 | 48 500 | 18 394 | 74 147 | 40,31% |
| Oct-24 | 3 110 | 3 765 | 5 414 | 1 494 | – | 180 | 5 414 | 2 780 | 520 | 222 | 100 | 47 520 | 18 406 | 70 519 | 38,31% |
| Nov-24 | 3 473 | 7 229 | 4 877 | 826 | 559 | – | 2 180 | 1 580 | 1 320 | 877 | – | 47 560 | 20 061 | 70 481 | 35,13% |
| Dec-24 | 2 086 | 3 182 | 1 773 | 312 | – | – | 2 881 | 1 819 | 680 | – | – | 20 560 | 11 385 | 33 293 | 29,24% |
| TOTAL | 35 255 | 70 948 | 45 483 | 10 414 | 709 | 1 967 | 50 663 | 23 241 | 12 196 | 4 547 | 4 470 | 679 794 | 213 550 | 939 687 | 44% |



CONCLUSION AND WAY FORWARD

As mentioned at the outset of this report, the development of the UJ Strategic Plan 2025, anchored in the single strategic goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint. This is further confirmed by the new Strategic Plan 2035 with its strong focus on sustainability.

The expanding nature of the campuses, increasing student numbers as well as cost containment pressures will create a challenging environment for the institution to meet its sustainability goals. However, a good foundation has been established to measure and manage our sustainability goals into the future.

The focus areas for 2025 will be to extend sustainability projects.

- The fifth wave of new solar photovoltaic installations on the APK, DFC, SWC and APB Campuses with some solar PV plants on off-campus residences, such as Habitat A&B as well as Kopano and Robin Crest.
- The replacement of geysers with more efficient reverse heat pump solutions in the larger residences will continue.
- The electric bus initiative, started in 2022 with two and then three buses, will be expanded in 2025 to as many as nine buses, and this will reduce the diesel transport-based carbon generation figures favourably.

Specific additional areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with a greater emphasis on renewables, including micro-wind, solar thermal for storage and natural gas, and further technology advancements within sustainability in terms of the building renovation and improvement programmes. A special effort has been made in 2024 to obtain the final Energy Performance Certificate (EPC) reports and certificates for buildings that require certification in terms of EPC regulations, in compliance with the National Energy Act. Future rebuilding of the Afslaan residence will also include specific design elements with the goal of obtaining at least a Green Star Level 5 rating.



Mpoti Ralephata (Dr)

Chief Operating Officer



Letlhokwa Mpedi (Prof)

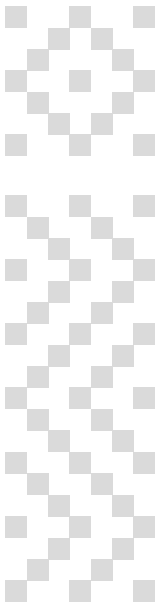
Vice-Chancellor and Principal







Section EIGHT



Occupational Health and Occupational Safety

PURPOSE AND STRUCTURE OF THIS REPORT

The purpose of this integrated Occupational Health and Occupational Safety report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at the University of Johannesburg during 2024. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

OVERVIEW: FUNDAMENTALS AND FOUNDATIONS

The UJ Health and Safety Model

A unique health and safety model has been created at UJ, according to which the disciplines of Occupational Health and Occupational Safety are independently managed. Justification for this decision was derived from the clear distinction between the two. The Occupational Health role consists of professional, clinical nursing, and medical practice aimed at the prevention of health effects on the *employee* due to occupational exposure. In comparison, Occupational Safety ensures a safe physical *environment* for persons (staff, students, and visitors) in connection with the exposure to hazards and risks associated with their daily actions.

Structures at UJ responsible for Occupational Health and Safety

At UJ, the Head: Occupational Health Practice reports to the Registrar. The Head: Occupational Safety Department reports to the Executive Director: Facilities Management.

Nature and scope of collaboration between OSD and OHP

The independent management of the two units at UJ allows for specialised assessment and analysis of risk. The further potential value lies in risk mitigation or elimination from both perspectives. However, collaboration between the two units in addressing joint themes is an entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

The South African Nursing Council governs nursing qualifications, registrations, and scopes of practice of professional nurses. Relevant Codes of Good Practice and National Standards are followed. The Health Professions Council of South Africa and the South African Society for Occupational Medicine govern the practice of the occupational physician. Membership in professional bodies is closely observed to ensure professional accountability, competence, and ethics.



Ethical framework

The international ethical framework includes the Code of Ethics for Occupational Health Services of the International Commission on Occupational Health. The pertinent conventions, ratifications and recommendations of the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide practice.

Legal framework

The legal universe governing the OHP includes legislation and standards on occupational health and safety, medicine/nursing, injuries on duty, public health, food safety, emergency medical services, mental health, disability/incapacity management, absenteeism, hazardous substances, event medical risk, disaster management, radiation, employees' health, and tobacco control.

Occupational Safety Department

Ethical framework

Ethical requirements are to provide and maintain, as far as reasonably practicable, a safe workplace and without risk to the health and safety of employees, visitors, and students on the premises of the University of Johannesburg – no harm should befall any person entering our premises.

Legal framework

The legal universe governing occupational safety includes legislation standards and regulations on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning, and evacuation control, fire prevention and control, electrical and mechanical safeguarding, contractor safety, asbestos and radiation control, and legal training.

Occupational safety risks requiring certification

Certification is required for the disposal of hazardous waste, fire reticulation, gas installations, fuel and hazardous chemical storage facilities, fume hoods, lifts, lifting tackle, pressure equipment, and electrical installations.

UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal mandates and audit findings are managed by the OHP and the OSD as in Figure 5. Risk assessment, disaster risk, and event risk appear in both fields because they are evaluated for risk by both the OSD and OHP, given their separate roles. This methodology allows for dual exploration of the focus areas.

AUDIT TYPES AND CYCLES

Occupational Health Practice

Occupational health risk is identified either through the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments by the UJ OHP team, or through emerging risk. Health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. Relevant quantitative surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise, and extraction ventilation are included as indicated per environmental exposure potential.

Audit reports provide substantiated risk rankings, advisories on training, signage, personal protective equipment, and suggested medical surveillance for vulnerable (exposed) groups. Such reports are shared with stakeholders in Facilities Management, in Occupational Safety, and with the relevant head of department (HOD) for implementation. The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements, as well as safety meetings, and by the risk registers of Facilities Management. The safety management programme consists of safety policy, legal appointments, safety meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical, and personal safeguarding,





Figure 5: UJ health and safety programmes

fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, contractor safety, radiation, asbestos management, and ergonomics.

The safety management programme is updated when risk is reported, or when risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure and flow tests audit is conducted annually. Ad hoc audits are conducted as risks are identified. Risk assessments are conducted annually at all residences, libraries, laboratories, and student canteens.

RISK REPORTING

The OHP places identified risks on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risks. A decision is made whether to escalate risks to the Registrar's Portfolio Risk Register



and/or the UJ Institutional Risk Register. All risks are ranked and included in quarterly reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety representatives, surveys, audits, and safety meetings. Action plans are put in place for all risks identified. All high risks are recorded on the monthly safety meeting report and Occupational Safety Risk Register. High risks are also identified on the Facilities Management Risk Register.

Key risks addressed at the Occupational Safety Department 2024

- Fire alarm system installed at JOB room 6400.
- Emergency lighting repaired and replaced in the staircases of the APK Library.
- Fire alarm system upgraded in the JBS Building.
- Fire alarm upgraded and repaired at Hector Peterson.
- Evacuation alarm upgraded at Hector Petersen.
- Fire alarm upgraded at Imbewu residence.
- Chemical free-standing cabinets installed at Lab 7400.
- Chemical sumps cleaned on DFC and APK Campuses.
- Fire alarm installed in the paint room.
- Evacuation alarm installed at pension fund day houses.
- Fire alarm installed at Campus Health.
- Solenoid valve connected at the new Science building.
- Backup generator installed at APK pump room.
- Weather protection system sirens upgraded at APK sports stadium.
- Escape doors linked to alarm system at UJ on Empire.
- New fire alarm installed at SWC Student Centre.
- Fire doors replaced at A Ring 7.
- Pump room fire delivery line upgraded at UJ on Empire.
- Fire doors replaced at APK solvent storeroom.
- Smoke detectors replaced at Boi Tech DFC.
- Fire alarm system repaired at fourth residence SWC.
- Hydrant fire line replaced at new Science building.
- Sprinkler valve chamber upgraded at JBS Park.
- Sprinkler system heads replaced at UJ on Stanley.
- Additional maglocks installed at Imbewu and fourth residence.
- Fire alarms installed at Gloucester, Maghuwe and Streatley residences.
- Fire doors replaced at APK chemical storeroom.
- FADA escape doors repaired, and all obstructions cleared.
- Frequent water pipe leakage repaired at D2 and D3 Lab.
- COC for the gas storage facility feeding the kitchen at UJ on Empire received.
- PA system installed at UJ on Empire.

Key risks addressed at the Occupational Health Practice in 2024

Health risk assessment

The purpose of health risk assessments (HRAs) is to identify risks in the work environment and mitigate these to ensure the optimal health of employees. The target for 2024 was 326 HRAs across the four campuses and UJ outliers (UJ sites that are not on the campuses), including quantitative outsourced surveys, food safety, and annual planned qualitative HRAs by the OHP team. By the end of 2024, 356 HRAs had been concluded across all the UJ campuses and outliers; the increase was due to new emerging risks identified.

After conducting HRAs, surveys and audits, reports are compiled and distributed to the departments, faculties, Facilities Management and Occupational Safety for intervention where challenges have been identified for risk mitigation.

Hygiene surveys conducted by private companies in 2024

Hygiene surveys were done by private companies contracted by the OHP. The purpose was to measure quantifiable risks, such as noise, ventilation and microbes, present on surfaces and in the air. The 2024 hygiene



Table 17: Occupational safety risk stratification and controls

| RISK TITLE | CONTROL PROCEDURES |
|---|---|
| LOW RISKS | |
| 1. COC for the gas storage facility feeding the kitchen at UJ on Empire. | Awaiting COC from Johannesburg Fire Department. |
| 2. Water pressure at the foam cannons is low on the APK Campus. | A misting system installed. Work 90% completed. |
| MEDIUM RISKS | |
| 1. UJ on Stanley: Office temperature not in line with environmental regulations for workplaces. | Major overhaul on all the campuses. |
| 2. Fire alarms at C Lab and D Lab very old. | Quotation approved to replace fire alarms. |
| HIGH RISKS | |
| 1. Low fire water pressure at the new Science building. | An additional hydrant was installed and linked to the water tanks. System to be tested in 2025. |
| 2. Rusted fire water lines on the APK and APB Campuses. | Project to be registered in 2025. |
| 3. Asbestos material identified on all campuses. | Asbestos to be removed and safely disposed of in a phased approach. |
| 4. Dove infestation. | Some areas of concern have been covered with bird netting. |
| 5. Ring building A-E emergency doors not compliant. | Quotation approved to install heavy-duty maglocks to all 33 doors. |

surveys were concluded in the following areas and departments:

- Indoor air quality surveys were conducted at JBS Park Second Floor, SWC laboratories, UJ on Stanley building, APK Chemical Science offices and laboratories, and Civil Engineering.
- Hygiene surveys were conducted at the Faculty of Art, Design and Architecture (FADA) Paper Mill, APK Campus Health Clinic, and Occupational Health Practice.

Food safety monitoring

- The cleaning, maintenance and microbiological food safety audits are done once per quarter by a contracted food audit company. The surveys focus on the UJ Student Centre and other UJ food outlets. The food safety audits are based on the latest Regulation 638.
- Food safety, cleaning and maintenance contribute 80% to the overall score.
- The microbiological analysis score of the food, hands, and surface contributes 20% to the overall score.
- The set standard for UJ food safety is 90% on the above audited components and a minimum international criterion of 85%.
- Four unannounced quarterly audits were concluded in the middle of November 2024 with the following quarterly results:
 - The overall annual food safety audit score was 80%. A performance improvement is noted compared to the 2023 annual score of 68%.
 - The annual food safety score was 74%, an improvement of 13% against the 2023 score of 61%.
 - The annual cleaning and maintenance score was 84%, an increase of 10% against the 2023 annual score of 74%.
 - The annual microbial analysis overall score was 94%, an improvement of 21% against the 2023 score of 73%.
- The annual food safety audit score is still outside the acceptable UJ and internationally acceptable ranges. A few shops were still underperforming in 2024, as compared to the 2023 annual scores. Facilities Management is actioning underperforming shops, with support from OHP.



Health risk assessments conducted by the OHP team

The UJ qualitative occupational health risk profile was updated to reflect the 2024 status, based on all health risk assessments conducted on all campuses. In total, 185 areas were assessed, risks were identified and were allocated ratings of high, moderate, or low risk. The campus presenting the most risks overall was APK at 13, followed by DFC at 12, APB at eight, outliers at four, and SWC at one.

■ **9 HIGH risk areas**

HIGH risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and occupational-related ill health. The campus with the highest number of high risks was APK with four, followed by DFC with three. APB, SWC and outliers reported one each.

■ **35 MODERATE risk areas**

Moderate risks consisted of incorrect use of PPE (personal protective equipment), resulting in, e.g. chemical exposure risk and exposure to biological agents, as well as poor electrical maintenance. The campuses with the highest number of moderate risks were DFC and APK with 10 each, APB with seven, SWC with five, and the outliers with three areas.

Medical surveillance

The OHP monitors employees exposed to risk due to their occupation, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA). The target for these assessments is based on the number of employees within the University and the matrix developed by the occupational medical practitioner. For UJ compliance with the OHSA, a total of 900 medical examinations were due in 2024. In terms of staff capacity, 720 examinations across the four campuses could be achieved; however, the appointment of a locum OHNP made the target of 900 examinations achievable. During 2024, 979 medical assessments were carried out across the four campuses.

Radiation

The radiation exposure of staff and students in laboratories is measured using a dosimeter, which the Radiation Protection Service monitors. The evaluations of dosimeters are done monthly. For 2024, all exposure levels have been within the normal acceptable ranges.

Event medical risk assessment and resourcing

OHP managed 289 events across all four campuses, including graduation ceremonies. Management by OHP includes coordination with ER24 to ensure the required onsite presence of ER24 staff, as well as ER24 notification.

OHP campaigns

All campaigns conducted through OHP are aimed at preventative measures, creating health awareness, early detection of diseases or illnesses, and keeping employees at work. Our campaigns are in line with the Health Observances Calendar. The following campaigns took place: influenza, hearing tests for office workers, PSA screening tests, cervical cancer awareness (pap smear), breast cancer awareness (mammogram), Wellness Day and healthy campus campaigns. A total of 1 559 employees participated in the campaigns. All abnormal test results were referred for further management.

Incapacity cases management programme

Employees are referred to the OHP by Human Capital Management (HCM) and other affected departments. The reasons for referrals include ill health, poor job performance and absenteeism. The occupational medical practitioner is allocated six hours per month for incapacity assessments. By the end of 2024, the OHP had had 28 ongoing active incapacity cases. Since the inception of the incapacity clinic, 52 cases have been closed.

Chronic Disease Management Programme (CDMP)

The programme was established after the OHP noted that employees, mainly in the Protection Services and Auxiliary Department, were regularly absent from work to collect their chronic medication from local clinics, even though they had medical insurance. Most of our incapacity cases are related to uncontrolled chronic conditions; it is hoped that the Chronic Disease Management Programme (CDMP) will reduce the incapacity claims and cases. The CDMP has consulted and registered 81 employees across all four campuses. Our OMP visits each campus health clinic for three hours once a month to see employees on chronic treatment; employees are charged from their medical aid.



Medical response to emergencies or disaster

The ER24 Emergency Medical Care is contracted by UJ to respond to emergencies or disasters. The Protection Services control room and campus health clinic are the first contacts when the ER24 ambulance is required. Employees on medical insurance are charged for ambulance services for medical conditions, while injuries on duty are charged through Compensation for Occupational Injuries and Diseases (COID). Medical standby for cultural and academic events is covered under this contract.

Travel medicine

A total of 236 travel health risk assessments were conducted for employees undertaking official international and national trips.

Contact sessions

In total, 7 947 client contact sessions were devoted to occupational health interventions and other consultations. These included: 979 baseline and periodic medical assessments, 932 vision screenings, 513 lung function tests, 832 audiometric tests, 143 blood tests, and 171 travel medicine visits.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department

Fitness for global excellence and stature: 2024 achievements

- Trained 315 staff in health and safety matters.
- Inducted 520 staff members into emergency procedures.
- Trained 56 health and safety reps, 22 fire marshals and 123 first aiders.
- Inducted 103 new staff members into emergency procedures.
- Reported eight fire-related incidents from January 2024.
- Reported a total of 44 injuries to the Compensation Commissioner.
- Conducted a total of 42 evacuation drills.
- Conducted 30 health and safety representative meetings and 82 safety inspections by safety practitioners.
- Completed 109 internal surveys, 46 risk assessments, and 15 external audits.
- Inducted 3 852 students into emergency procedures, including emergency drills and safety at residences.
- Completed 22 contractor site inspections.
- Issued seven contravention notices to contractors and staff for non-conformance with safety.
- Generated 1 636 975 kg total waste; recycled 765 394 kg (46,76%) total waste; generated 31 969 kg total hazardous waste; recycled 6 193 kg (19,38%) total hazardous waste (fat waste, wet waste (food), cartridges and fluorescent tubes).

2025 targets

- Achieving an overall occupational safety compliance rate of 88%.
- Achieving a target of 45% on recycling.
- Upgrading outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Training all Protection Services staff on first aid and firefighting.
- Training 300 staff members annually on safety-related matters.
- Reporting all injuries on duty within 48 hours to the Compensation Commissioner.
- Conducting ergonomics risk assessments.
- Conducting risk assessments at all residences, laboratories, libraries and student canteens.

2026 targets

- Achieving an overall safety compliance rate of 88%.
- Achieving a recycling target of 50%.

Occupational Health Practice

2025 targets

- Conducting 960 medical surveillances on all four campuses, including executive medical assessments to prevent the impact of occupational stressors on health, such as chemicals, biological agents, physical



stress, noise, and radiation. Lung function tests, blood tests, hearing tests and medical assessments on all employees potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/biannual cycles.

- Conducting 360 health risk assessments, including outsourced surveys and UJ outliers following an annual health risk audit plan to accommodate the prescribed intervals, acute/emerging risk.
- Ensuring surveillance of and preparation for global/local emerging communicable diseases, such as foot and mouth disease, monkeypox disease, coronavirus-related disease, influenza, malaria, Ebola virus disease, and typhoid.
- Continuing with health campaigns according to the Health Observances Calendar.
- Implementing Phase 1 of an electronic health record system.
- Implementing OHP compliance per audits using South African Society of Occupational Health Nurses (SASOHN) audit standards.

Long-term initiatives

- Establishing strong bilateral collaboration with equivalent peers in Occupational Health, the Medichem Scientific Committee, and the Department of Labour, and consistent contact with the International Commission for Occupational Health.
- Ensuring trendsetting in OHP governance at higher education institutions.
- Ensuring evidence-based practice, research, and epidemiological studies.

CONCLUSION

Integrated health and safety reporting was embarked upon for the first time at UJ in 2015. This has resulted in a merged synthesis of occupational health and safety at UJ. In addition, the recorded achievement of close to zero per cent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature units with unique roles and responsibilities. The nature of surveillance and documenting is cyclic or risk-based and is comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two units assume legal compliance roles under the Occupational Health and Safety Act, as amended, on behalf of the Vice-Chancellor. Their value, however, extends beyond compliance to comprehensive surveillance of all environments and processes and the health of persons entering the premises to detect risk early and to institute mitigators.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. In terms of the chosen Occupational Health and Safety Model, UJ is maintaining a position of leadership among peers in higher education.



Kobus de Bruyn (Mr)
Head: Occupational Safety



Miranda Tshabangu (Sr)
Head: Occupational Health Practice



Mpoti Ralephata (Dr)
Chief Operating Officer



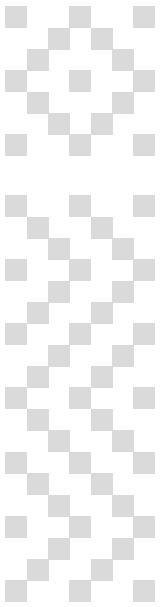
Bettine van Vuuren (Prof)
Registrar







Section NINE



Academic Teaching and Learning

OVERVIEW AND STRATEGIC FOCUS

The University of Johannesburg's (UJ) strategic directions for 2024 were encapsulated in its Strategic Plan 2025, which covered the years 2014–2025. While its six strategic objectives spanned a wide range of areas of activity, Strategic Objective Two focused on achieving excellence in teaching and learning. More specifically, this meant contributing to the increasing stature of the University through becoming recognised for offering quality higher education programmes to a large and diverse study body. Attention to curriculum renewal ensures that UJ's programmes are relevant in terms of the socioeconomic context of South Africa, and that they prepare graduates adequately for the Fourth Industrial Revolution (4IR) and for contributing towards the United Nations Sustainable Development Goals (SDGs). As a comprehensive university, UJ offers academic programmes ranging from undergraduate diplomas that are closely allied to the world of work, to pure and applied research-based doctoral qualifications, as well as professional doctorates. UJ's academic programmes are also informed by its growing research production and undergirded by an emphasis on the scholarship of teaching and learning.

In 2024, 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 UJ's diverse student body.
- To maintain a steady overall enrolment capped at approximately 54 000 students, with an increasing proportion of postgraduates, significant proportions of international students and students from Quintile 1 and 2 schools.
- To apply a continuous and intense focus on student success, on reducing dropout and increasing the programme throughput rate.

TEACHING AND LEARNING POLICIES

The Teaching and Learning Policy of UJ gives effect to the University's strategic objective to foster excellence in teaching and learning. The University's vision and mission as an African university "dynamically shaping the future" and "inspiring its community to transform and serve humanity through innovation and the collaborative



pursuit of knowledge” underpin the commitment to excellence in teaching and learning. The purpose of the Policy is to inform the development and implementation of all teaching and learning activities and initiatives to enable the achievement of the University’s commitment to excellence in teaching and learning.

The Policy’s provisions cover decision making on teaching and learning, enhancing institutional capacity to address teaching and learning challenges, curriculum development, the professional development of academics as teachers and interventions to enhance student success and throughput.

Several other UJ policies and regulatory documents have relevance in this domain:

- Academic Programme Policy
- Academic Regulations
- Admission Policy
- Assessment Policy
- Certification Policy
- Development and Evaluation of Learning Material Policy
- Enrolment Plan
- Faculty Rules and Regulations
- Framework for the Professional development of Academic as Teachers
- Language Policy
- Peer Evaluation Framework
- Policy on Higher Degrees and Postgraduate Studies
- Policy on Work-integrated Learning and Service Learning
- Policy on Recognition of Prior Learning
- Policy on People with Disabilities
- Policy on Work-integrated Education
- Quality Promotion Policy
- Short Learning Policy
- Staff Development Policy
- Teaching and Module Evaluation Policy
- UJ Programme Review Manual
- UJ Online Policy Framework

Sehaam Khan

Sehaam Khan (Prof)

Deputy Vice-Chancellor:
Academic



Organisational Responsibilities and Governance

OVERVIEW

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The domain is supported by three divisions, headed respectively by the Senior Director: Academic Development and Support, the Senior Director: Division for Teaching Excellence, and the Senior Director: Division for Institutional Planning, Evaluation and Monitoring, all of whom report to the DVC: Academic. The Deputy Vice-Chancellor: Research and Innovation (R&I) has oversight over postgraduate studies, internationalisation and the library, all of which play major roles in teaching and learning. The DVC: R&I is supported in this domain by the Executive Director: UJ Library and Information Centre, the Senior Director: Postgraduate School, and the Senior Director: Global Engagement.

The Registrar is responsible for the governance and quality of academic administration relating to the academic life cycle of the student, from application to graduation. In the teaching and learning domain, this entails oversight over registration, the academic programme structure, academic rules and regulations, and the committees that relate to teaching and learning, such as Senate and Senate Committees.

Senate and Senate Committees

Senate and Senate Committees are responsible for the governance related to academic programme delivery. Senate consists of the members of the Management Executive Committee (MEC), 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

UJ's academic offerings are organised into the following academic college, faculty and school structures:

- 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 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). UJ also offers a number of online programmes, mostly at master's level.

PERFORMANCE IN THE TEACHING AND LEARNING DOMAIN 2024

In the teaching and learning domain, the Strategic Plan 2025 for 2024 monitored 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.

2024 enrolment monitoring

In 2024, the goals underpinning the enrolment plan were to stabilise undergraduate enrolments, keep distance enrolments around the 2% mark, achieve a total headcount of 53 672, achieve a UG:PG ratio of 76.3:23.7, and a CESM distribution of 34,4% for SET and 38,5% for Business and Management.

The University performed very well in terms of enrolment in 2024 at both the undergraduate and postgraduate levels. This may be attributed partly to agile responses to external challenges related to student financial aid.

Overall, the University's headcount of 54 515 was 1,57% above target, which is within the 2% deviation allowed for by DHET. Undergraduate degree headcount enrolments were 280 (0,93%) above target, while the undergraduate diploma headcount was slightly below target, i.e. by 10 headcounts, or 0,09%.

Postgraduate enrolment at 13 298 was 4,5% above the target of 12 725, such that the proportion of undergraduate to postgraduate shifted in line with strategic intentions to a better-than-target 75.6:24.4.

The PG below master's headcount was 215 headcounts above target at 5 111, while the master's headcount at 5 891 was 185 headcounts above target. There was significant growth in the doctoral category – the total of 2 296 was above target by 8,12%.

In terms of CESM distribution, SET accounted for 34,8% of the enrolment, Business and Management for 38,4%, Education for 8,9%, and Humanities for 18%. In general, the enrolment profile was very close to the planned figures for the most part, and increases in headcount were in line with strategic intentions, but still within the allowed variance overall.

The overall quality of the student intake in 2024 was also higher, given that the number of first-time entering students with an APS ≥ 35 (including Life Orientation) increased from 7 172, to 7 358 to reach 70,2%, and the number qualifying for the UJenius Club in the senior years also increased from 2 058 to 2 652. The UJenius Club is a Vice-Chancellor's initiative to acknowledge outstanding academic performance by undergraduate students and to offer members additional opportunities for intellectual and professional development.

Initiatives to support the strategic objectives in teaching and learning

There was significant growth in the number of new academic initiatives advancing 4IR and promoting SDGs in continuing education programmes and in the number of teaching and learning initiatives using technological innovation. Altogether, there have been 440 such initiatives since 2019. More information on these initiatives is contained in the section on the Division for Teaching Excellence.

Triggering innovation among academics, fostering new practices in teaching, learning, assessment and curriculum, and thinking through new ways of 'being' and 'doing' remained central to the work of divisions supporting teaching excellence in 2024. While the main mode of teaching and learning is contact, many lessons learnt from the remote experience of teaching and learning during the pandemic carried through into a blended approach. In 2024, UJ continued with a broad definition of hybrid learning, which fused the two components of blended learning: (i) traditional face-to-face teaching, and (ii) student learning through the electronic and online media in a way that ensured that they were complementary. In addition, in 2024, plans were made to introduce a consolidated suite of online offerings in UJDigital, to be launched in 2025.



By the end of 2024, 23 793 students had completed the online Artificial Intelligence in the 4IR module since its inception in 2020, while 42 634 had completed the African Insights module. Two new MOOCs gained traction – one on an Introduction to the Sustainability Development Goals with 1 760 completions, and one on financial literacy, entitled Be Money Wise, with 3 774 completions. New free online short learning programmes were also developed. More information on these programmes and other academic development and support activities is contained in the section on Academic Development and Support.

Student success

The table and graphs below show trends in Strategic Plan Key Performance Indicators (KPIs) linked to student success. Table 18 shows whether the latest data (although preliminary) show an improvement in relation to the history of audited HEMIS data, and whether KPI targets were achieved. In the Strategic Plan 2025 for 2024, the actual outcome for output KPIs – for example, the module success rate and graduate output – would look at academic year 2023. For the Strategic Plan 2025 for 2024, UJ exceeded targets in all the KPIs listed in Table 18.

Student output indicators, as monitored in the Strategic Plan and referenced in the 2023 HEMIS audited data, set a new high in terms of student success at the University of Johannesburg. At 90,5%, the undergraduate module success rate for 2024 was 2,4% higher than the 88,1% of 2023, and is now at the highest level in the history of the University. This was the result of intensive efforts across the faculties and the teaching and learning support divisions.

Initiatives to ensure that fewer students cancel modules and that they take a full load as far as possible, as well as a number of funding initiatives, resulted in the undergraduate dropout by year two not only staying below 10,5% in both 2023 and 2024, but dropping below 10% (preliminary figure) for the first time. Such initiatives also resulted in the proportion of students from the 2022 cohort who completed three-year undergraduate qualifications in regulation time (i.e. in three-years by 2024) increasing by 1% to 43% from the 42% of the previous year. The achievement of 42% for the 2021 cohort was 3% higher than the target of 39%, and higher than the 39,9% result of the 2020 cohort, thus the trend is clearly upward.

A similar achievement was evident in the performance of KPI 35b, i.e. the completion rate in minimum time for three-year degree programmes. The proportion of the 2021 cohort that completed in the regulation time of three years was 42,9%, which was 3,4% higher than the target of 39,5%, and 3,7% higher than the 39,2 % for the 2020 cohort. Although the figures may still change, the undergraduate graduate output for 2024 of 9 004 is 74 headcounts above the actual for 2023 of 8 930, and 915 more graduates compared to the low number of 8 089 in 2022. This is evidence that UJ's enrolment base is being restored after the phasing out of the BTechs that had resulted in too few students in their final year of study to result in an undergraduate output above 9 000.

Table 18: Key student performance indicators

| STRATEGIC PLAN KEY PERFORMANCE INDICATORS ⁽³⁾ | | ACADEMIC YEAR | | | | | | | | |
|--|---|---------------------------------|-------|-------|--------|-----------------------|--------|-----------------------|--------|-----------------------|
| | | 2020 | 2021 | 2022 | 2023 | | 2024 | | 2025 | |
| | | Actual ⁽¹⁾ – Audited | | | Target | Actual ⁽¹⁾ | Target | Actual ⁽¹⁾ | Target | Actual ⁽²⁾ |
| KPI 33 | UG module success rate (n-1) (%) | 89,2% | 87,5% | 84,6% | 85,5% | 88,1% ⁵ | | 90,5% | | |
| KPI 34 | UG dropout rate in year 2 (n: n-1 cohort) (%) | 10,7% | 10,7% | 10,1% | 11,5% | 10,4% | 11,5% | 10,4% | 11% | 8,3% |

(1) Audited HEMIS data.

(2) Student data including graduate output numbers for 2024 are still in the process of being finalised (data extracted on 18 March 2024).

(3) KPI Numbering and KPI description as per UJ Strategic Plan 2025 for 2024.

(4) Please note that given the change to Strategic Plan 2035 indicators, only some of the previous KPIs had targets for the outer years.

(5) The text in green indicates that the actual is above the target, or the target was achieved or exceeded.



| STRATEGIC PLAN KEY PERFORMANCE INDICATORS ⁽³⁾ | | ACADEMIC YEAR | | | | | | | |
|--|--|---------------------------------|--------|--------|--------|-----------------------|--------|-----------------------|-----------------------|
| | | 2020 | 2021 | 2022 | 2023 | | 2024 | | 2025 |
| | | Actual ⁽¹⁾ – Audited | | | Target | Actual ⁽¹⁾ | Target | Actual ⁽¹⁾ | Actual ⁽²⁾ |
| KPI 35 | a. Percentage of mainstream students completing three-year UG qualifications in minimum time (n-1: n-3 cohort) (%) | 42,5% | 44,6% | 38,9% | 39% | 42% | | 43% | |
| | b. Percentage of mainstream students completing three-year UG degrees only in minimum time (n-1: n-3 cohort) (%) | 39,5% | 44,4% | 39,2% | 39,5% | 42,9% | | 44,4% | |
| KPI 36 | a. Total graduation rate (n-1) (%) | 24,1% | 25,7% | 23,6% | 24,1% | 25,2% | | 25,1% | |
| | b. Total graduate output (n-1) (#) | 13 035 | 12 998 | 12 128 | 12 869 | 13 506 | | 13 672 | |
| KPI 38 | a. UG graduation rate (n-1) (%) | 24,5% | 22,3% | 20,2% | 21,3% | 21,7% | | 21,9% | |
| | b. UG graduate output (n-1) (#) | 9 458 | 8 878 | 8 089 | 8 520 | 8 930 | | 9 004 | |
| KPI 39 | Number of UG students qualifying for UJenius Club | | 1 493 | 1 766 | 2 000 | 2 624 | 2 000 | 2 656 | 3 465 |

(1) Audited HEMIS data.

(2) Student data including graduate output numbers for 2024 are still in the process of being finalised (data extracted on 18 March 2024).

(3) KPI Numbering and KPI description as per UJ Strategic Plan 2025 for 2024.

(4) Please note that given the change to Strategic Plan 2035 indicators, only some of the previous KPIs had targets for the outer years.

(5) The text in green indicates that the actual is above the target, or the target was achieved or exceeded.



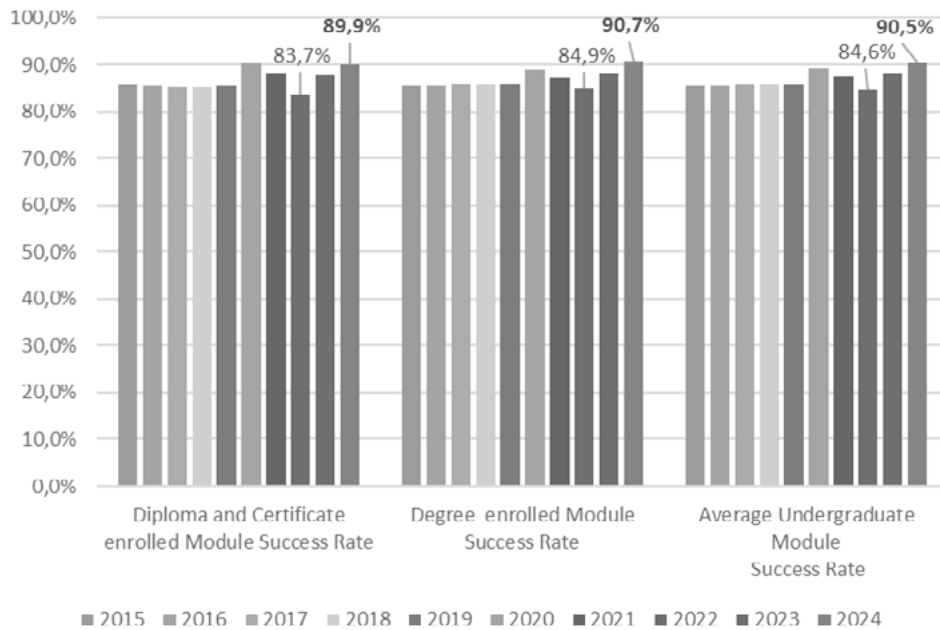


Figure 6: Undergraduate module success rates 2015-2024

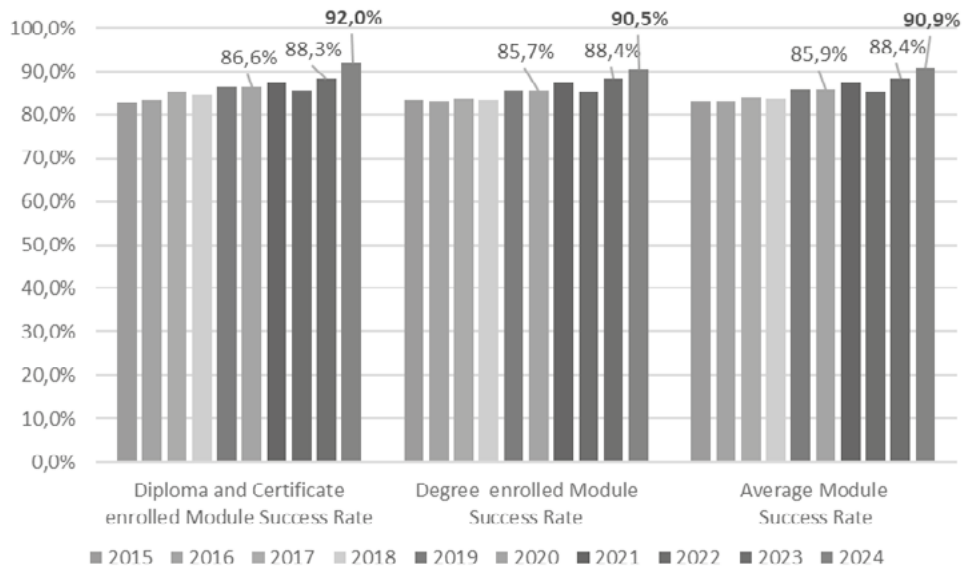


Figure 7: Module success rates of first-time entering students 2015-2024



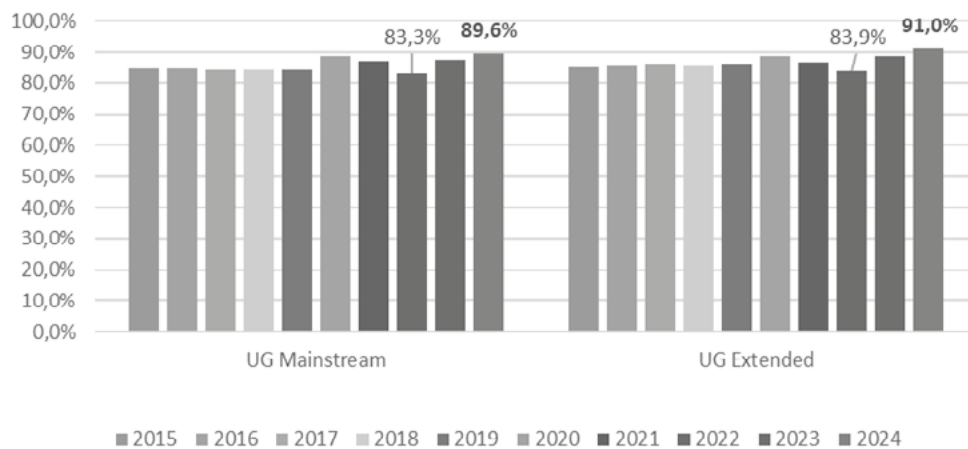


Figure 8: Module success rates of three-year programmes 2015-2024

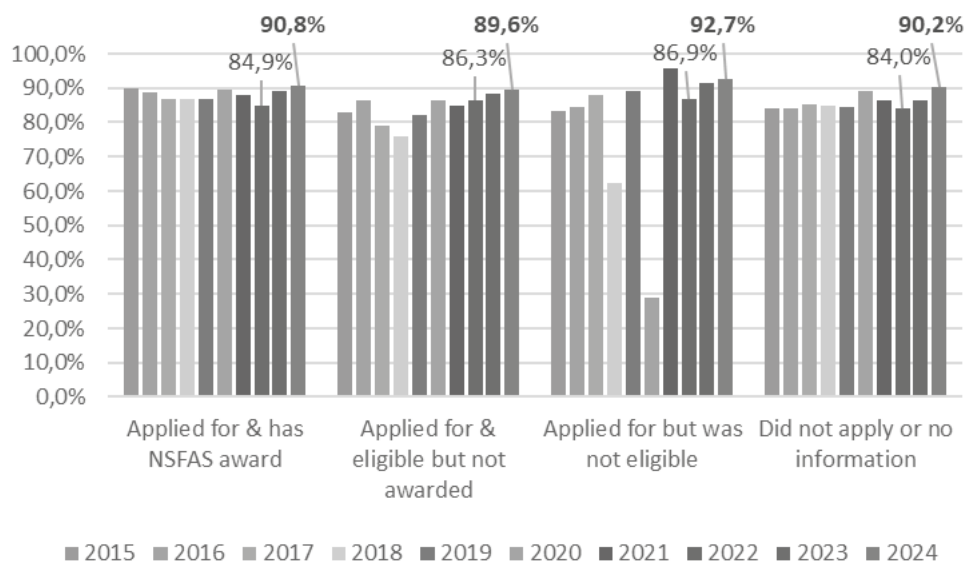


Figure 9: Module success rates of students with or without NSFAS funding 2015-2024



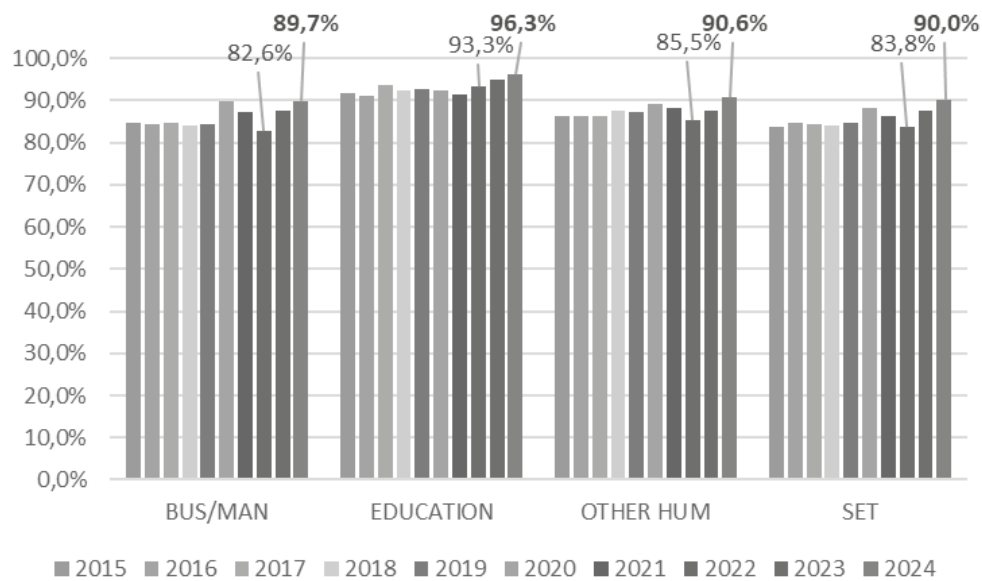


Figure 10: Undergraduate module success rates per CESM 2015-2024

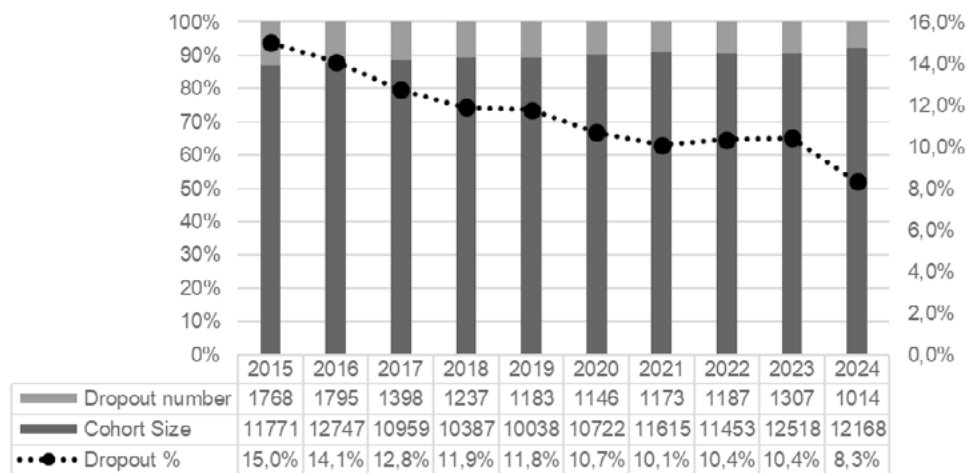


Figure 11: Undergraduate cumulative dropout rates by year 2 for cohorts 2015-2024



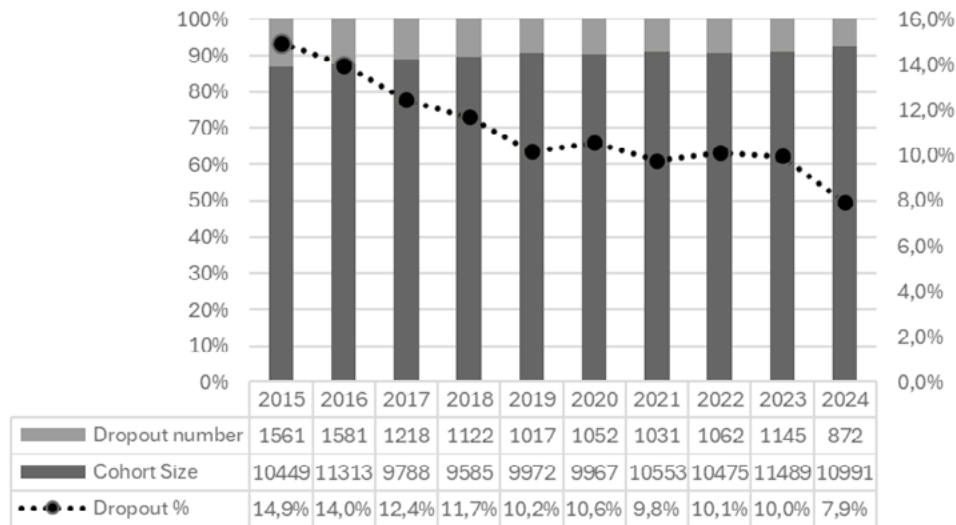


Figure 12: First-time entering undergraduate cumulative dropout rates by year 2 for cohorts 2015-2024

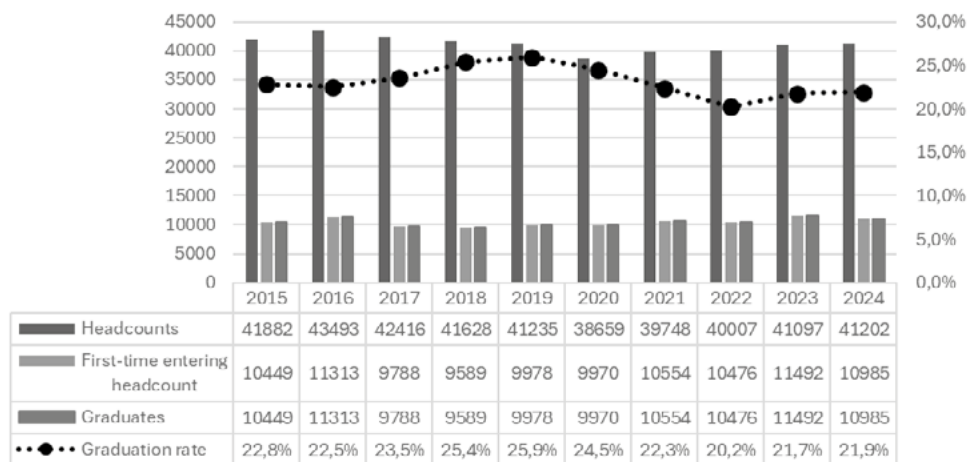


Figure 13: Undergraduate headcounts, graduate outputs and graduation rates 2015-2024 (All undergraduate programmes, excluding BTechs)



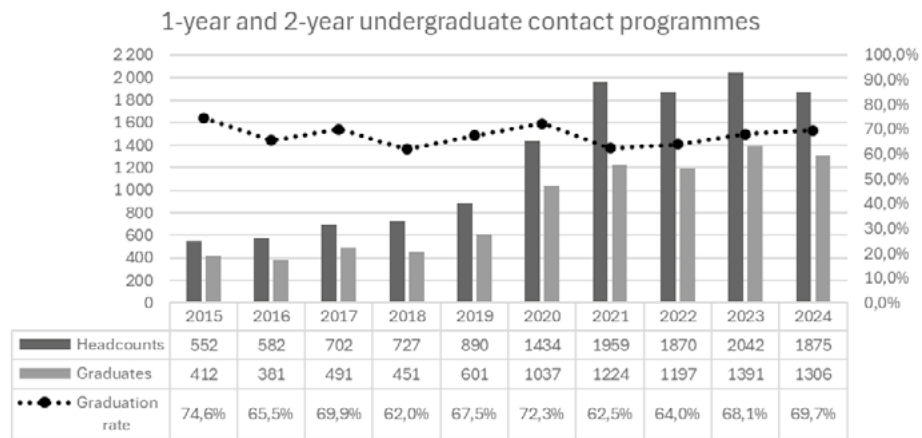


Figure 14: Undergraduate headcounts, graduate outputs and graduation rates 2015-2024 (1-year and 2-year undergraduate contact programmes)

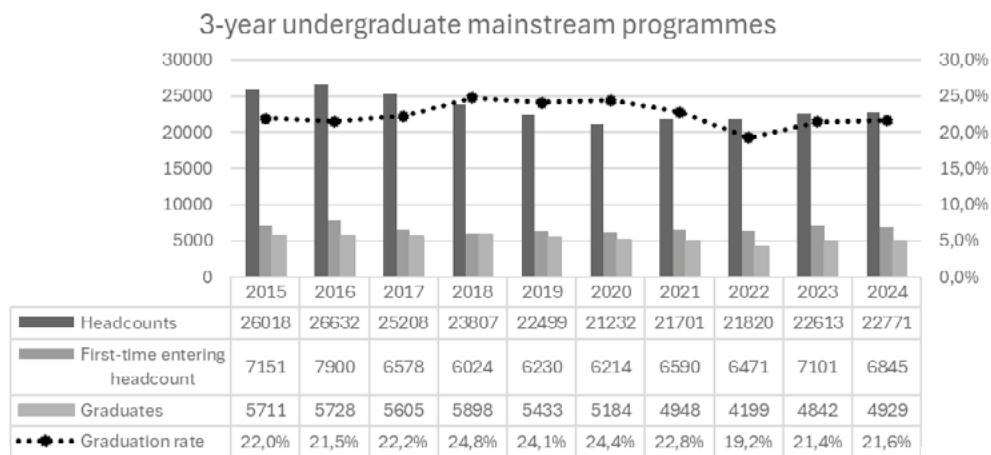


Figure 15: Undergraduate headcounts, graduate outputs and graduation rates 2015-2024 (3-year undergraduate mainstream programmes)



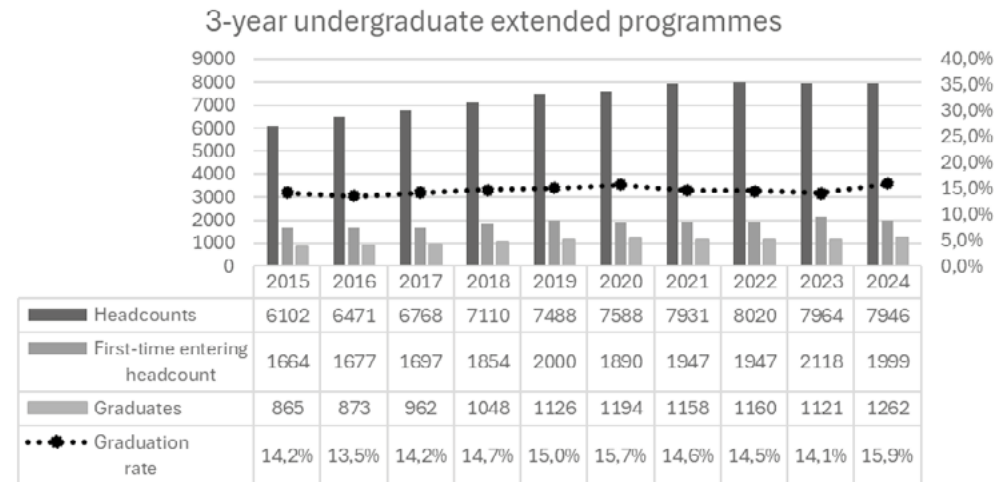


Figure 16: Undergraduate headcounts, graduate outputs and graduation rates 2015-2024 (3-year undergraduate extended programmes)

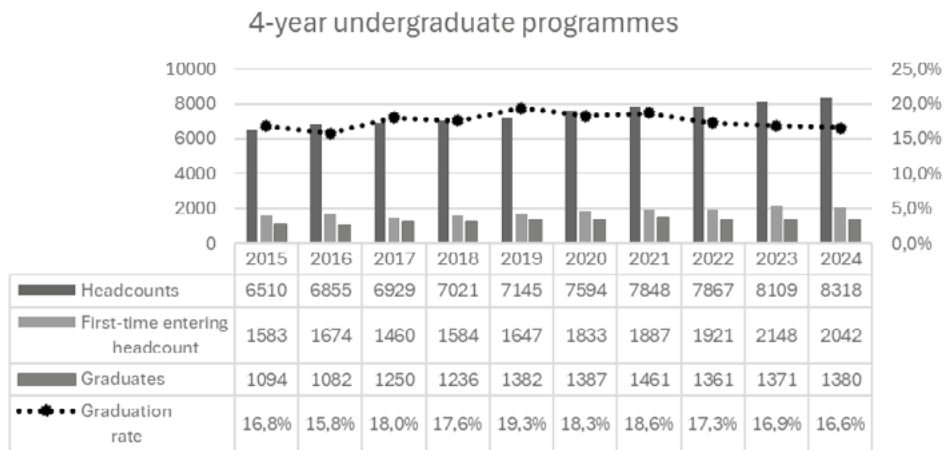


Figure 17: Undergraduate headcounts, graduate outputs and graduation rates 2015-2024 (4-year undergraduate programmes)



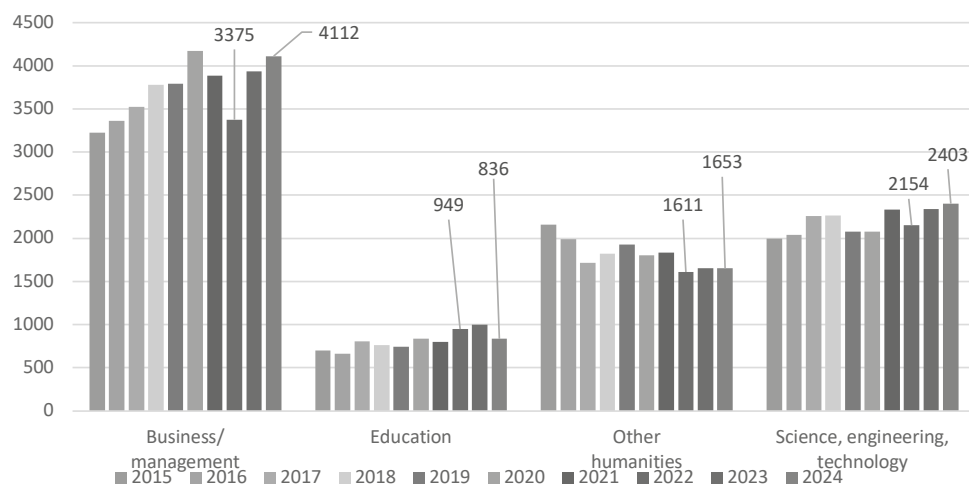


Figure 18: Undergraduate graduate outputs per CESM 2014-2023

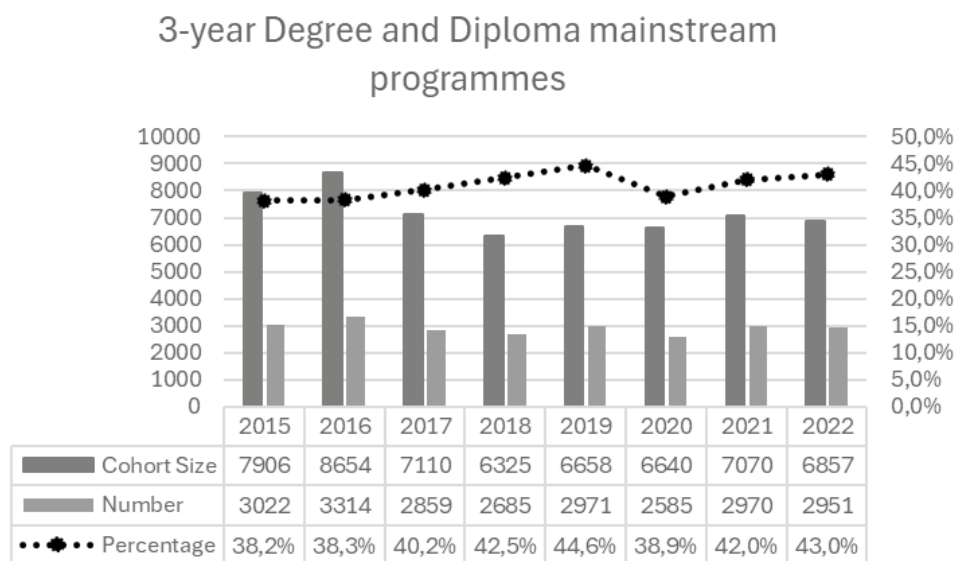
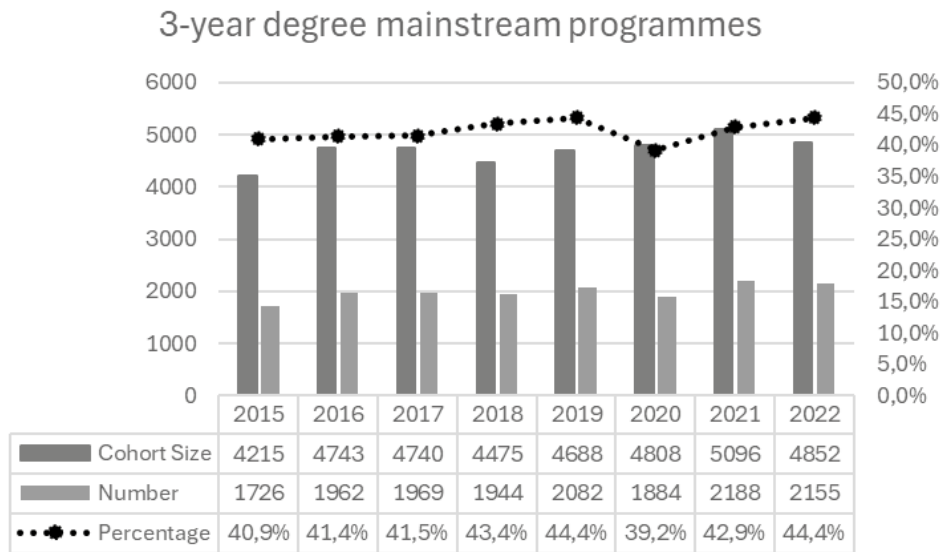
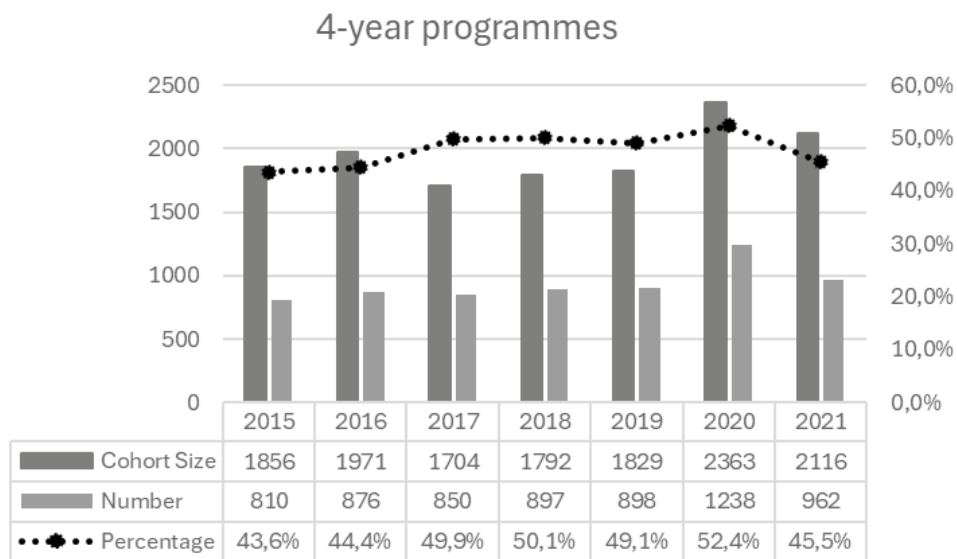


Figure 19: Cumulative completion rates in minimum time: 2015-2022 cohorts (3-year degree and diploma mainstream programmes)





**Figure 20: Cumulative completion rates in minimum time: 2015-2022 cohorts
(3-year degree mainstream programmes)**



**Figure 21: Cumulative completion rates in minimum time: 2015-2021 cohorts
(4-year programmes)**



CONCLUSION

Student success in higher education includes academic achievement, personal growth, and overall well-being. At UJ, a combination of engagement by academic leadership, dedicated support systems, a conducive learning environment, as well as concerted interventions to address any concerns as they arise, has contributed to positive trends in all the main student success indicators. The achievement of exceptional outcomes reported in 2024 (for n-1) were based on a foundation of new interventions implemented since the beginning of 2023 to increase student retention and throughput in regulation time. Increased efforts to ensure that students do not cancel modules without relevant advice, and that they stake a full load, especially in the first and second study years, proved to be significant contributing factors in improving student success.

In the DVC: Academic's domain, 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. These contributions, and the implementation of teaching and learning plans in the faculties, are testimony to the effectiveness of collective effort on behalf of all stakeholders involved in supporting the success of UJ's students.



Academic Development and Support

OVERVIEW

The Division of Academic Development and Support (ADS) is dedicated to various initiatives to support and enhance an enriching academic experience for undergraduate students at the University of Johannesburg (UJ). Its 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. The 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.

A collective ADS effort in 2024 was the rolling out of the pilot of UJ101. The most important transitional point for most higher education students is their first year of studies. This is the time during which they must adjust to the real-world challenges of being at a university. UJ101 is an online module designed to support first-year students in their transition from high school to university life. It runs for the whole of the first semester and covers a comprehensive range of topics that extend beyond academics, including physical, emotional, and mental health awareness, as well as balancing academic and personal responsibilities. The module equips students with essential study skills, such as time management, effective note-taking, and academic writing. Additionally, it provides strategies for stress management, mental health awareness, and balancing academic and personal responsibilities. UJ101 fosters a supportive community through peer interaction and offers practical tips for coping with university challenges. Overall, the intentionally blended and interactive module aims to enhance students' academic success and personal well-being, making their first year a positive and enriching experience. Of the 4 000 first-year students enrolled in the module, 1 663 participated fully and completed every exercise and offered positive feedback on the module.

ACADEMIC DEVELOPMENT CENTRE

The Academic Development Centre (ADC) consists of three units: ADC Access; Academic Development and Innovation (ADI); and Academic Literacies Unit (ALU).

The following is also housed in ADC: The UJ First Year Experience (FYE) coordinator, the UJ English Language Programme (UJELP), the UJ mentoring system, as well as the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), an independent entity managed by ADC.

Throughout 2024, ADC contributed to all the UJ strategic objectives by supporting undergraduate student success with an expanded range of projects. These included the continuation of the pop-up webinar series,



which provided undergraduate students access to short, prerecorded webinars (10 minutes each) on selected topics with follow-up discussion opportunities. The 19 pop-up webinars had a combined reach of 3 678 views. In addition, the student success influencer project continued with eight faculty influencers being managed by ADC. They were most active on TikTok, with 7 462 followers and more than 73 900 likes. Lastly, the third annual Undergraduate Research Conference was held in the UJ APK Library on 1 October 2024. The conference had 32 undergraduate presentations from all eight UJ faculties/college. A new development for 2024 was that a number of students wrote up their research into quasi-academic papers, which will be published in a monograph early in 2025.

Mentoring

One of the biggest single developments in the work of ADC in 2024 was the changes made to the UJ mentoring programme. Over the preceding five years, UJ had grown its volunteer mentoring programme to include most faculties and just over 700 volunteer mentors. In May 2024, it was announced that UJ would support the mentoring programme as one of its Education Catalytic Initiatives associated with the UJ Strategic Plan 2035. To enable this, ADC created a plan to pivot the volunteer mentoring initiative into the format envisioned in the Catalytic Initiative. ADS enacted the plan as of July 2024, resulting in the first iteration of this Catalytic Initiative being successfully implemented. The project transitioned just under 700 volunteer mentors to being paid mentors across all UJ faculties/college. In addition, senior mentors were appointed to assist with oversight and guidance of the various faculty mentor initiatives. All mentors were trained, and a curated mentoring curriculum was developed and rolled out during the second semester of 2024. The year ended with a wonderful mentor celebration event that took place in the Sanlam Auditorium, and which was attended by more than 500 mentors.

ADC Access

ADC Access, responsible for ADC's extended curriculum programmes, continued its excellent work in 2024. The work was focused mainly on the Doornfontein Campus and extended to the Soweto and the Bunting Road Campuses. ADC Access taught approximately 655 first-year students registered in FEBE, Humanities and CBE during the year. The module success rates of the majority of the 16 extended curriculum groups were 94% and above.

ADC Access continued to deepen the blended nature of its offerings, and improvements were based on a CAT scan of all digital offerings. Most lectures were offered in the face-to-face mode, with online content also provided in some modules, while most tutorials were presented in a hybrid mode. ADC catered to the extended students' needs regarding access to a device, connectivity, and personal and home environment issues. The student advising system in ADC Access has also been strengthened, and a full-time advisor has been appointed to DFC. ADC Access staff also continued to develop multimedia teaching and learning resources based on the ADC Access methodology for dissemination to all UJ staff. ADC Access, in collaboration with DTE, hosted a successful first-ever extended curriculum programme (ECP) workshop for all lecturers teaching in ECPs.

Academic Development and Innovation (ADI)

Academic Development and Innovation supported student success at UJ through diverse initiatives in 2024. Several staff members taught in two credit-bearing modules: Mastering Academic and Professional Skills (MAPS), which includes MAPS Eco offered in the College of Business and Economics (CBE); and MAPS Hum, offered in the Faculty of Humanities. The MAPS modules had 661 students, with each of the two modules registering a perfect pass rate of 100% (MAPS Eco) and 100% (MAPS Hum). This is a great achievement when compared to the previous year, where these modules had registered a pass rate of 94% and 96%, respectively.

ADI led various innovative programmes and interventions that contributed to reducing student dropout rates and strengthened both the First Year Experience (FYE) and the Senior Student Experience (SSE). These innovations included the increasing numbers in student learning development advising and the provision of customised and prerecorded micro webinars. In 2024, ADI interacted with over 19 000 students, providing academic assistance through webinars, pop-up workshops, student community engagements, faculty workshops, study skills and mentor training, Reading in the Discipline (RID) interventions, individual or group consultations, and online Learning Management System (LMS) self-paced modules.



Academic Literacies Unit (ALU)

The Academic Literacies Unit (ALU) comprises the Writing Centre and three Literacy Module subunits, namely, English for Law (EFL), Language and Skills for Science (LSS), and Language for Economic Sciences (LES). The success rates in the literacy modules were impressive, reaching 94% in EFL, 93% in LFS, and 98% in LES. The ALU is committed to enhancing teaching and learning through its vision of collaboratively empowering students for academic success and lifelong learning. This is achieved in an inclusive, supportive, and transformative environment, accompanied by a strong commitment to the holistic well-being of both students and staff.

Student engagement with consultants and coordinators at the four UJ writing centres increased again on a year-on-year basis. In total, the writing centres interacted with 13 463 students in 2024, marking a significant increase compared to the 6 925 students seen in 2023. Of these interactions, 81% were conducted face-to-face, while 19% took place online. Furthermore, several innovative practices emerged from the writing centres in 2024, including the second iteration of the undergraduate writing competition and the introduction of Writing Cafés in collaboration with the UJ Library.

The UJ First Year Experience and Orientation

In 2024, the UJ First Year Experience (FYE) continued its important work. The FYE started with the First Year Orientation (FYO), which offers a blended UJ Orientation to welcome first-time UJ students into their new environment and feeds into the extended orientation offered in UJ101 (discussed above). ADC planned the 2024 First Year Orientation (FYO) in partnership with the UJ faculties, college and support services (specifically CAT) to create the first-year orientation experience.

We collectively produced eight FYO modules (one per faculty/college) and a full on-campus FYO programme. The modules were used to deliver information included in the FYO to the new first-year students, continuing during the extended orientation. In 2024, the student participation in the FYO was excellent. To assist the newly arriving first-year students, the FYE office again employed 150 FYO marshals strategically placed on all four campuses for the first two weeks of class. These marshals recorded 10 890 consultations with students during this time.

The National Resource Centre for the First Year Experience

In 2024, the South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition continued a programme of work that began formally in early 2022, supported by the University Capacity Development Programme (UCDP) grant. This work programme includes strengthening and continued advancement of the First Year Experience at a national level through an active programme of research, webinars, capacity building of South Africa's public universities, and social media outreach. The SANRC also hosted the 9th Annual SANRC First Year Experience Conference at the Southern Sun Sandton Hotel (22-24 May 2024). More than 100 delegates attended the highly successful conference.

CENTRE FOR ACADEMIC TECHNOLOGIES

The Centre for Academic Technologies (CAT) plays a crucial role in supporting teaching and learning at UJ. Its primary objective is to integrate cutting-edge technologies into academic practice, ensuring that students and staff receive the necessary training and support to utilise these tools for teaching and learning effectively.

In 2024, CAT began its support for incoming first-year students by distributing the Learning with Technology welcome and information letter via Central Academic Administration in mid-January. This letter directed students to CAT's first-year welcome video and encouraged them to explore UJ's online resources, including uLink, UJ Moodle (UJ's learning management system), and first-year support modules available on Moodle. To facilitate a smooth transition into the face-to-face orientation programme, students were invited to participate in live, guided online sessions from 24 January to 2 February 2024. These sessions were held three times daily over eight weekdays, allowing students to attend multiple sessions. A total of over 1 700 students participated in these online sessions. During First Year Orientation Week (5-9 February 2024), CAT delivered approximately 200 Future Fit & Techwise sessions with the CAT team across all four UJ campuses. These sessions attracted a cumulative attendance of almost 6 500 first-year students.



As part of the first-year orientation programme, students were invited to complete a training needs survey on basic computer skills. Those who expressed interest in additional training attended top-up sessions before the commencement of test periods. Six sessions were held across all campuses, benefiting approximately 190 first-year students by enhancing their digital skills for academic success. CAT's First-Year Orientation: Learning with Technology module on Moodle remained accessible throughout the year. This module provided short learning videos on Microsoft Word, PowerPoint, and Excel, allowing students to develop their digital skills at their own pace. Additional resources in the module guided students on navigating and using UJ Moodle. Between January and November 2024, a total of 14 000 students accessed this module.

CAT provided ongoing online support through a dedicated helpdesk, ensuring student readiness and success. The helpdesk team used the osTicket system to track student queries and provide timely responses. In 2024, the CAT Helpdesk managed almost 15 000 student support tickets, addressing issues related to Moodle, technical problems (e.g. password resets and device-related issues), general queries, and student advisory support.

To promote equitable access to technology, CAT continued its laptop rollout project for NSFAS-funded students, missing middle students, and those in the extended curriculum programme (ECP), with ECP laptops provided through the Foundation Grant. In 2024, 1 513 entry-level laptops were distributed to NSFAS and missing middle students, while 1 709 laptops were allocated to extended degree students. The Faculty of Engineering and the Built Environment students received higher-spec models to meet their academic requirements. CAT is also committed to refurbishing and repurposing older devices as loan or exchange units for students. All newly purchased devices come with a three-year carry-in warranty. Minor technical issues that do not require extensive repairs are handled in-house, ensuring minimal disruption to students' academic work.

In 2024, UJ allocated R11 million towards purchasing e-textbooks for undergraduate students, ensuring broad access to essential learning resources. The available funds were distributed proportionally across faculties based on full-time equivalent (FTE) enrolments. The e-book aggregator, ITSI Funda, provides the miEbooks application as an e-reading platform. By the end of 2024, the full allocation had been utilised, enabling 7 329 individual students to access one or more e-textbooks. A total of 65 books were downloaded 15 150 times.

CAT also maintains and enhances the functionality of uLink, UJ's single sign-on access portal for students and staff. In 2024, uLink recorded over 1.2 million hits, with an average monthly user base of over 80 000. Users collectively viewed almost 70 million pages throughout the year, with an average engagement time of nearly nine minutes per session. This highlights uLink's role as a vital digital gateway for academic and administrative services at UJ.

Beyond student support, CAT played a critical role in assisting academic staff with blended and fully online teaching. Through departmental visits (covering 80% of departments), in-person workshops, webinars, and refresher training sessions, CAT engaged over 3 560 teaching staff in 122 events between January and November 2024.

In 2024, UJ successfully transitioned to Moodle as its primary LMS. This decision was driven by Moodle's user-friendly interface, robust integration capabilities, open-source flexibility, and adaptability to various teaching and learning styles. To ensure seamless support, a specialised UJ Moodle team provided real-time assistance and troubleshooted technical and functional issues.

Learning experience designers (instructional designers) collaborated with lecturers to optimise Moodle's features for student success. Personalised consultations enabled faculty members to tailor Moodle tools to their teaching methodologies, while students benefited from user-friendly guides and 24/7 access to the Discovering Moodle training module and knowledge base.

UJ deployed Moodle on Amazon Web Services (AWS) to ensure a scalable, high-performance learning environment. This cloud-based hosting solution enhances flexibility, security, and uptime, allowing seamless access to course materials. AWS provides automatic scaling to handle peak usage during high-traffic periods, such as exam seasons. Its advanced security features, including data encryption and regular backups, protect sensitive academic information and ensure institutional and regulatory standards compliance. CAT continuously monitors system performance and leverages AWS analytics to optimise speed, reliability, and cost efficiency.



Early feedback on the transition to Moodle has been positive, with increased student engagement, improved course accessibility, and enhanced blended learning experiences. Moving forward, CAT remains committed to refining Moodle's functionalities, integrating additional features, and gathering stakeholder input to maximise its impact on academic excellence and student success.

CAT at UJ introduced three comprehensive online courses to enhance student proficiency with the new learning management system. The self-paced Discovering Moodle course, which had been accessed by 7 000 students and staff by the end of the second semester, provides essential skills for using UJ Moodle. These skills include navigating the system, engaging with communication tools, collaborating on learning tasks, conducting assessments, accessing grades and feedback, and using the Moodle mobile app. Alongside this, the Online Orientation course prepares students in the UJ-HEPSA fully online programme for their digital learning journey at UJ. Additionally, the Learning with Technology course, available to all UJ students, aims to prepare them for integrating various technologies into their learning processes.

CAT manages the design, development, and administration of a series of free short learning programmes (SLPs) that are open to all UJ students, staff and members of the public for personal enrichment. African Insights, introduced in 2017, had 44 760 cumulative UJ completions by the end of 2024. Similarly, the SLP on Artificial Intelligence in the 4th Industrial Revolution, launched in 2020, had 23 793 cumulative UJ completions by the end of the year. Two free SLPs were launched in late 2022: Introduction to the Sustainable Development Goals (SDGs), and Financial Literacy ? Be Money Wise. In early 2024, two more SLPs were launched in collaboration with the UJ Library: Building Blocks of Information Literacy, and Advanced Information Literacy. Furthermore, in late 2024, CAT launched an SLP on Being a Responsible Digital Citizen. Just under 82 500 individuals had completed the bouquet of seven free SLPs by the end of 2024. Four more free SLPs, oriented to workplace skills, were developed in 2024 (on Excel, Word, MS Teams, and Presentation). Lastly, CAT collaborated with colleagues across UJ to develop content for UJ101, an online eleven-week orientation course for UJ's first-year students. We designed the course online and successfully offered it as a pilot in the second semester of 2024.

CAT remains committed to adapting to evolving educational contexts, ensuring ongoing support for students and staff to enhance academic success. CAT plays a pivotal role in shaping the future of teaching and learning at UJ through innovative digital solutions, robust student and staff training, and continued investment in technological advancements.

UJ-HEPSA

In October 2017, UJ launched two fully online master's programmes – one in Information and Communication Technology in Education and one in Public Health – in partnership with Higher Education Partners South Africa (HEPSA). Since then, ten fully online programmes have been rolled out at the master's level (two programmes), honours level (one programme), baccalaureus level (two programmes), and advanced diploma level (five programmes). Two programmes (one master's and the other an advanced diploma) are being phased out, due to low enrolment numbers. All programmes are offered using a carousel model, with six opportunities to register for a qualification during the year.

The partnership with HEPSA to deliver these programmes fully online is for seven years. The contract for the first two master's programmes ended in October 2024. One of the master's qualifications is continuing after the end of the contract and is now fully offered by UJ; the other is being phased out.

CAT's involvement in this university-wide project included the following:

- CAT's instructional designers provided instructional design support for all programmes in each round. During 2024, we also redesigned the majority of HEPSA modules on UJ Moodle after migration from Blackboard, to better use the functionalities of UJ Moodle. One full-time CAT staff member and a team of CAT interns were responsible for this.
- Offering training to HEPSA lecturers via CAT Huddles. During 2024, topics included setting up the grade book in UJ Moodle and getting your UJ Moodle ready for the start of the next round.
- CAT designed and offered the self-paced module, Online Orientation, which prepares UJ's HEPSA students for online learning at UJ.



- Administrative support for UJ Moodle regarding module creations and access for each of the year's six intakes by CAT's HEPSA coordinator and CAT's systems support team.
- The chair and the secretary of the steering committee of online programmes were from CAT, with three meetings held between HEPSA and UJ in 2024.
- CAT staff were members of the UJ task team on the ending of the UJ-HEPSA contract.

UJenius Club

In 2024, the UJenius Club, a special project coordinated by CAT, accepted 682 senior students, a slight increase from the 454 accepted in 2023. However, the Club also accepted 1 967 first-year students, a higher number than the 1 580 students accepted in 2023. The total number of UJenius students grew from 2 034 in 2023 to 2 649 in 2024.

UJenius students have been afforded privileged invitations, access and considerations due to their status as top achieving students. UJ Arts and Culture has afforded several UJenius students free tickets to various curated and special events. The UJ Library has allowed UJenius students access to research common spaces reserved for postgraduate students along with extended loan periods and items (print and electronic). The UJ Study Abroad Directorate was able to prioritise UJenius students in a study abroad programme.

Companies have sought to recruit UJenius students. The UJenius Club has been able to connect groups of students with potential employers. This collaboration has been mutually beneficial, as students were made aware of job vacancies, and companies could gain direct access to top achieving students.

The UJenius Club has been able to facilitate the sponsorship of over R60 000 to a financially needy student from a recruiting company called Afrizan. The UJenius Club has also been able to coordinate and facilitate a number of student support initiatives aimed at supporting these students in reaching their academic and professional goals. UJenius students were involved in various community outreach projects, including the annual UJ Future Walk initiative and Nelson Mandela Day.

The UJenius Club hosted its annual gala dinner with DVC: Academic, Prof Sehaam Khan. The top 100 students at the University (50 students who had obtained their qualifications in the 2023 academic year, and another 50 final-year students based on their performance in the first semester of 2024) were invited to this grand gala dinner and participated in an evening of celebration and recognition of their display of academic excellence. This gala dinner also aimed to encourage the 2024 final-year undergraduate students to keep up their momentum and finish off their qualifications strongly.

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT

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

In 2024, the Centre for Psychological Services and Career Development (PsyCaD) continued to focus on four core areas, i.e. Student Counselling, Disability Services, Psychosocial Support and finally Graduate Recruitment and Employer Relations. Twenty-one registered mental health practitioners provide these services, constituting a staff-to-student ratio of approximately 1:2 380. The International Accreditation of Counselling Services (IACS) recommends a ratio of 1 to between 1 000 and 1 500, suggesting that PsyCaD is somewhat understaffed for the population it serves. However, this ratio is in line with other South African universities.

The increase in the demand for student counselling services continued in 2024. In 2023, 20 797 counselling sessions were conducted, and these increased to 22 735 in 2024. The continuous increase in the number of counselling sessions is in line with national and international student mental health trends, which will necessitate finding effective ways of managing student mental health.

To ensure an efficient triage system, PsyCaD distinguishes between advisories and therapy. The advisory system enables students to approach any PsyCaD offices on any of the four campuses without making prior appointments. During these 30-minute sessions, the mental health professionals screen the students and



make recommendations for further interventions, which may be referral either to the psychologists for further therapy or to the social workers for psychosocial support. The total number of advisory sessions increased from 8 328 sessions in 2023 to 8 627 in 2024. In terms of the distribution of services provided by PsyCaD, therapy is the most utilised, followed by advisory and remote therapy services. The PsyCaD virtual helpdesk (WhatsApp and psychservices email) supported 4 610 requests.

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

The second system used to respond promptly to crisis situations is the PsyCaD crisis line. PsyCaD operates a 24/7 crisis line that responds immediately to high-risk or extreme distress incidents. We collaborate closely with Protection Services and Student Affairs to manage these incidents. The number of crisis line calls increased slightly from 507 in 2023 to 682 in 2024, of which 45 were suicide-related calls (compared to 52 in 2023). A further 23 students were assisted with hospital admission for psychiatric assessment via the crisis line.

Lastly, a residence psychologist has been appointed, who is available on campus after hours to attend to 24/7 crisis-related incidents in the residences. With the assistance of Protection Services (for transport) and Student Affairs (for the residence), this service is also offered in person. In 2024, 27 preventative workshops were offered, involving suicide prevention documents, emergency procedures, and suicide awareness, and 12 cases of suicide interventions were attended to.

To address the increasing demand for psychosocial support, PsyCaD has appointed four social workers to assist students in coping with adverse life events and a lack of basic amenities. The Social Work internship programme was also started in 2024, where we currently have three fourth-year, four third-year and five first-year students doing their practicum (WIL) under social work supervision. Over and above individual consultations, PsyCaD embarked on several initiatives, including informal and formal clothing and food drives to ensure that there are clothing and food banks from which students can be assisted. Since mid-2024, at least 43 students have been listed in PsyCaD's closet database. These are mostly first-year students and postgraduate students.

PsyCaD also started a Care for a Friend campaign, which aimed to collect stationery, toiletries, etc., for students in need. In addition, PsyCaD embarked on approximately 20 projects and campaigns to equip students with skills and provide group support where necessary.

The Disability Unit (DU) fosters an inclusive and equitable learning environment that seeks to provide students with the support they need to be independent learners. The Unit provides support to students with a wide range of disabilities, including learning disorders and mental health difficulties. Services include early orientation and welcome programmes, needs assessment, exam accommodations (e.g. a smaller exam venue or extra time), classroom accommodations (e.g. provision of lecture slides), assistive technologies (e.g. use of a recording device), and liaison with faculties. In total, 394 students declared their disabilities at the beginning of 2024. The figures may, however, not be an accurate reflection of the number of students with disabilities at UJ, as many students do not disclose their disabilities when they apply or register. Some students also report some impairments, such as being short-sighted, as a disability. In total, 67 students applied for concessions, a slight decrease from 2023. Not all types of disabilities require concessions, which explains the discrepancy between the number of students who declared their disabilities and those needing accommodations. Although Student Counselling provides therapy for these students where indicated, the Disability Unit also has individual sessions with the students to monitor their progress and well-being.



The objectives of Career Services are to promote the career development and related life planning skills of UJ students and prospective students, to facilitate graduate recruitment opportunities and contact with potential employers, and to allow space for clients to actualise their career development goals. Services are offered that support both internal and external clients throughout their career life cycle. The Career Services Unit has four main domains, i.e. Career Assessment and Guidance, Work Readiness, Graduate Recruitment, and Employer Relations.

In June 2024, the team hosted the virtual Career Bootcamp, during which ten external companies and one Career Services representative presented topics on the preparation for the world of work. For the eleven presentations, 343 logins were recorded. The Career Services team also hosted four on-campus Career Fairs, i.e. Law, Commerce (CBE), STEM, and a General Career Fair.

The PsyCaD Career Fairs provide potential employers with the opportunity to meet and recruit a large number of UJ students from various faculties. For the Career Fairs, eight companies cancelled their registration and attendance, thus although 95 companies were registered, the number of companies attending decreased from 2023 (n = 96) to 2024 (n = 87). Student attendance at the on-campus fairs increased from 2023 (n = 4 150) to 2024 (n = 4 348); attendance in 2024 is now almost in line with pre-COVID attendance numbers. In addition, a number of company showcases were held, allowing single companies to showcase and advertise various job opportunities to UJ students. These showcases are held on specific days, with recruiters interviewing UJ students for job placements. In all, during 2024, the Career Services team hosted 187 companies/organisations on campus.

In addition, the Career Services Unit offers the UJ Career Wiz online job portal, which was created for UJ and is managed by UJ Career Services staff. Career Services also supports several external online job portals. All portals are used to create awareness of recruitment opportunities for UJ students. Mass email services, social media postings, and the PsyCaD website are used to inform students and recruiters about the services of the Career Services Unit. In 2023, 13 466 students and 443 companies registered on the CareerWiz platform, which increased significantly to 18 713 students and 537 companies in 2024. In 2024, Career Services campaigns were designed to increase the number of users on the CareerWiz platform. By targeting their efforts on CareerWiz, these campaigns likely contributed to the growth in both student and company registrations.



Thea de Wet (Prof)

Senior Director:

Academic Development and Support



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Division for Teaching Excellence

OVERVIEW

The activities of the Division for Teaching Excellence (DTE) contribute in numerous ways to the University of Johannesburg's (UJ) strategic goals in respect of teaching excellence and global stature. The DTE has two centres: the Centre for Academic Planning and Quality Promotion (CAPQP), and the Centre for Academic Staff Development (CASD).

The DTE is responsible for a range of projects and activities that extensively support academics' intellectual, personal, and professional development. Several key staff development activities run through the Division itself and through the CASD. The CASD engages academic staff in developing their portfolios for promotion and establishing a teaching and learning philosophy, and provides support and training for new academic appointees, including new heads of department. The CASD manages the development of tutors to support excellence in teaching and learning.

The CAPQP is responsible for the approval of new whole and short learning programmes, engaging with internal and external approval processes. In addition, the DTE engages with regulatory bodies, such as the Council on Higher Education (CHE), the Department of Higher Education and Training (DHET), and the South African Qualifications Authority (SAQA), to quality assure and manage all aspects of the approval of programmes. The Division works with faculties on submissions and processes of statutory and non-statutory professional bodies and supports and manages programme reviews across faculties.

Following the receipt of the CHE Institutional Audit Report in November 2023, CAPQP coordinated UJ's response, submitting an improvement plan to the CHE in March 2024. The positive feedback received in June 2024 required minimal responses, confirming UJ's mature quality management systems. This favourable outcome enables specific programmes leading to full qualification to be accredited without going through external regulators, such as the CHE and DHET.

Highlights of 2024

- The fourth edition of Teaching innovation for the *21st Century: Showcasing UJ teaching innovation projects 2024* was published, featuring 33 articles highlighting innovative teaching practices from 28 funded projects.
- The CASD's accredited tutor development programme recognised outstanding tutors through the Top Tutor Awards, celebrating an exceptional commitment to supporting student learning.
- UJ received positive feedback on its institutional audit improvement plan, confirming the maturity of its quality management systems.
- The DTE hosted three special lectures by distinguished speakers, and a two-day symposium, The Doors of Learning and Culture Open, was co-hosted with DIPEM and ADS.

SPECIAL PROJECTS

Future Professors Programme (FPP)

UJ is the lead implementer of the FPP Phase 2 Programme. This DHET project prepares promising academics to become a new cohort of South African professors. A total of R70 229 574.26 has been allocated for the



implementation of the FPP Phase 2 over five years. The FPP programme emphasises academic and career advancement, enriching participants through workshops, brown-bag sessions, contact sessions, a leadership programme, and writing retreats. Each participant has seen significant progress with the support of a coach, mentor, and academic advisor.

Each phase comprises several cohorts, each of which runs for two years. Cohort Two of FPP 2 commenced in January 2024 with 32 candidates selected from 23 public universities. Of the 32 candidates, 56% are female and 44% are male, with 87,5% designated candidates and 12,5% non-designated candidates. As part of the programme, they completed a baseline situation analysis online survey to establish the intentions and expectations of each participant, to create tailored activities wherever feasible and to gauge participants' standing at the commencement of the programme. The 2024 agenda featured a programme launch in February 2024; nine online brown-bag sessions spread out between February and November 2024, two contact sessions, two Leader Labs, nine writing retreats, three rounds of one-on-one academic advisor check-ins, and ongoing mentoring and coaching, all designed to support the participants' journey.

Cohort One of FPP Phase 2 had commenced with their programme of activities in November 2021 and culminated in November 2023. The completed activities and achievements were reported in 2023. The subsequent progress of this cohort of FPP has been impressive and wide-ranging. The programme is effectively nurturing a new generation of academic leaders with the knowledge, skills, and networks necessary to drive positive change in South African higher education.

Highlights from Cohort One include four participants who attained full professorships and 17 who became associate professors. In addition, seven participants obtained or improved their National Research Foundation (NRF) rating. A further three participants have applied and are awaiting the outcomes of the review process, which is delayed at the NRF. Another achievement from Cohort One participants is the Special Issue in the South African Journal of Higher Education Vol. 38 No. 5, 2024: *Transforming the professoriate in Africa: Contributions/considerations from Future Professors Fellows of the Future Professors Programme*. Cohort One is also working on a book project, titled *Preparing the Future Professoriate: Critical Reflections on Higher Education in South Africa*, with editors and contributors from FPP Phase 2 Cohort One Fellows.

UJ received approval from DHET for the third cohort of Phase 2 in September 2024. The call for applications yielded 103 nominations from 26 public universities. After a rigorous shortlisting process, 34 candidates were shortlisted and submitted to DHET for approval. Phase 2, Cohort Three commenced in January 2025 with 34 candidates from 26 public universities. Of the 34 candidates, 53% are female and 47% are male, with 91% designated candidates and 9% non-designated candidates.

UJ's dedication to transparency and accountability was evident through the unqualified audit opinion for the 2023/2024 financial year.

The New Generation Academic Programme (nGAP)

The UJ nGAP achieved remarkable milestones in 2024, demonstrating its essential contribution to fostering academic talent and advancement. UJ has hosted 38 nGAP posts since the inception of the nGAP programme, with 17 scholars already completing their six-year programme. Of the 21 active nGAP scholars, 90% are designated candidates and 10% are non-designated, and 52% are female and 48% are male.

Applications for Phase 9 of the nGAP have been approved by DHET, with UJ allocated five positions. The fields in which the posts were awarded were Biotechnology and Food Technology, Occupational Health, Nursing, Bioeconomy, Anthropology, and Indigenous Knowledge-based Technology Innovation. Recruitment and selection processes for four of the five posts have been finalised and await approval from DHET. The recruitment and selection for the fifth post will be finalised in the first half of 2025. In addition, UJ submitted six applications for Phase 10 in June 2024, which are pending approval from DHET.

Four nGAP scholars graduated with their PhDs in 2024, and two scholars received their results for their PhDs and are scheduled to graduate during the 2025 graduation ceremonies. Notably, nGAP scholars are making significant progress in completing their PhDs, with four scholars scheduled to submit their theses in 2025.

The DTE continues to support nGAP scholars through coaching, mentoring, and information-sharing sessions. In April 2024, a session was held to address concerns and provide guidance on career progression. The DHET



joint UCDP Send-off Colloquium took place in Gqeberha in October 2024, celebrating nGAP and NESP scholars engaged in doctoral work. Three UJ nGAP scholars attended in person, with another participating via video.

To support the nGAP scholars' journey, the Division initiated biannual, one-on-one check-in meetings, conducting 42 sessions in 2024. These meetings offered tailored support and guidance, further bolstered by personalised coaching sessions that have been instrumental in promoting a healthy work-life balance and ensuring scholars remain focused on their objectives.

UJ's commitment to transparency and accountability was reflected in its unqualified audit opinion for the 2023/2024 financial year and the submission of 22 comprehensive nGAP narrative reports to DHET.

The Nurturing Emerging Scholars Programme (NESP)

The NESP at UJ continues to exhibit remarkable advancement in 2024, with several notable achievements reinforcing its status as a cornerstone of academic development. UJ was awarded three new NESP Phase 2.2 scholarships in specialised fields: Sustainable Urban Planning and Development, Anthropology and Development Studies, and Paleo-Science. Two scholars embarked on their three-year academic journeys in May 2024; the third is scheduled to commence in 2025. Of the six active NESP scholars, it is significant to note that 83% are female and 17% are male, and 83% are designated and 17% are non-designated scholars.

UJ submitted three applications for NESP Phase 2.3 in May 2024 and received confirmation at the end of 2024 that all three scholarships had been successfully allocated. These new opportunities in Biochemistry, Biotechnology and Food Technology, and Sociology were advertised in early 2025, with selected candidates expected to commence their comprehensive three-year programme in April/May 2025.

The NESP 2.1 cohort demonstrated exceptional progress, with two of the three scholars completing and submitting their master's dissertations by the end of 2024. These scholars will celebrate their academic accomplishments during the 2025 graduation ceremonies before transitioning to their internship year, while the third scholar is on track to submit in the first half of 2025. Two NESP Phase 1 scholars from UJ attended the DHET Joint UCDP Send-off Colloquium in Gqeberha in October 2024. The event is a celebration of nGAP and NESP scholars engaged in doctoral work.

As part of the 2023/24 financial year reporting, six NESP audit and narrative reports were compiled and submitted to DHET, reflecting UJ's commitment to transparency and accountability in programme implementation. These reports are essential tools for evaluating the programme's effectiveness and identifying areas for improvement.

Symposia, masterclasses, and other sessions

Masterclasses

In 2024, the Division demonstrated its commitment to academic excellence through a comprehensive programme of professional development and support initiatives. Through 37 distinct sessions, the Division reached approximately 1 500 academics, providing valuable resources for teaching, learning, and research advancement.

The cornerstone of the year's programme was the Masterclass Series, comprising 25 specialised academic sessions. These sessions addressed crucial contemporary topics, including innovative assessment methodologies, sustainable development goals integration, Generative AI applications in education, and enhanced student engagement strategies. Each masterclass was crafted to provide practical skills while inspiring academic innovation.

The theme, 'The beautiful ones are not yet born': The academic journey, anchored two sessions that explored the complexities and opportunities within academic careers. These sessions offered valuable perspectives on professional development and career navigation in higher education.

For Women's Month, the DTE celebrated three women, UJ academics in leadership positions, examining their strategies for balancing academic achievement with personal growth. In September 2024, the Heritage Series saw two sessions in which a critical review of the transformation of higher education over the past three decades was presented.



The Division's Connect@1 initiative featured five sessions where recipients of the Vice-Chancellor's Distinguished Award for Teaching and Learning shared their pedagogical approaches and professional experiences. These sessions provided valuable peer-learning opportunities and fostered community among educators.

Commemorating 30 Years of Democracy

As part of UJ's commitment to commemorating 30 years of democracy, the DTE hosted three special lectures:

- April 2024: 'Reflecting on the gap between NSC and university' by Prof Yunus Ballim.
- May 2024: '30 years of education policy and practice – Looking back and looking forward' by Mr John Samuel.
- May 2024: 'Higher education and South Africa's journey through 30 years of democracy' by Prof Ahmed Bawa and Prof Barney Pityana.

In August, a two-day symposium, The Doors of Learning and Culture are Open, was conducted. The event, co-hosted by DTE, DIPEM, and ADS, featured high-profile speakers and aimed to foster academic discussions on democracy and education. These sessions were well attended both in person and virtually.

Promotion boot camps

In 2024, DTE launched boot camps to support academics in preparing their promotion applications. Three intensive boot camps were held in March, May, and August 2024, with 76 UJ academics participating. These initiatives, funded through Global Excellence and Stature (GES), demonstrate UJ's commitment to academic career progression and transformation, ensuring structured support for faculty members seeking promotion.

These diverse programming efforts reflect the Division's dedication to fostering an environment that promotes academic excellence and personal development. By providing targeted support for teaching and learning while prioritising community well-being, the Division continued to strengthen UJ's academic landscape throughout 2024.

Accelerated Academic Mentorship Programme (AAMP)

The AAMP catalyses transformative institutional change at UJ, strategically diversifying the academic staff profile while cultivating robust national and international research networks. By the conclusion of 2024, AAMP's membership reached an impressive milestone of 664 academics from 633 in 2023, reflecting its substantial footprint across the institution. Of the 664 academics on the programme, 77% are designated candidates and 23% are non-designated candidates; 61% are female and 39% are male.

AAMP provides comprehensive support through multifaceted financial assistance mechanisms, including teaching relief, funding for participation in conferences across local and international platforms, publication support initiatives, and facilitation of international collaborative partnerships. Complementing these resources, the DTE orchestrates a sophisticated series of expert-led workshops and targeted interventions, carefully designed with tiered accessibility – some open to all academic levels. In contrast, others are tailored to meet specific developmental needs. This structured approach ensures precise alignment with the diverse developmental trajectories of academics across research, teaching, and leadership domains.

AAMP demonstrates UJ's commitment to academic excellence, clearly shown in 2024 through 20 strategically designed AAMP workshops, which collectively attracted over 1 000 academic participants. These workshops addressed critical professional development areas, including preparation for NRF rating applications, doctoral thesis completion strategies, and the construction of compelling research and teaching and learning portfolios. This comprehensive programme demonstrates AAMP's holistic approach to nurturing academic excellence across multiple dimensions.

AAMP's dedication to scholarly productivity manifested through nine intensive writing retreats conducted throughout 2024, engaging 85 participants in focused academic writing. Notably, three faculty-specific retreats yielded auspicious outcomes. These structured writing interventions have generated numerous manuscripts that have already secured publication, are in the process of submission or are positioned for dissemination in other scholarly outputs. The DTE has implemented systematic tracking mechanisms to monitor these scholarly outputs and evaluate their impact on the broader academic landscape.

In a targeted initiative spanning the second semesters of 2023 and 2024, the Division inaugurated individualised NRF rating consultative meetings with specialised rating experts. This initiative attracted



40 AAMP participants from Levels Two and Three, who prepared comprehensively for their January 2024 applications. Participant feedback has been overwhelmingly positive, with expressions of sincere appreciation for the expert guidance received. Building on this success, the Division has expanded its NRF rating support through informational sessions on Demystifying the NRF Rating Systems and Process, accessible to all academic levels, including staff who, although not appointed in an academic capacity, provide support to academics, and a more dedicated session on the Application Process for the NRF Rating, supplemented by a year-round availability of personalised consultations.

Career advancement is a definitive measure of AAMP's success, with 65 participants achieving promotions in 2024. This impressive progression includes 37 advancements to associate professor positions, 10 to full professor, and 18 promotions to senior lecturer roles, demonstrating the programme's substantial contribution to academic career development and institutional excellence.

Assistant Lecturers Programme (AL)

The AL initiative at UJ is a strategic programme to bolster departmental support in areas experiencing high student enrolment and challenging staff-to-student ratios. The core objective of the Assistant Lecturer Programme is to cultivate and prepare UJ's talent pool, seamlessly transitioning ALs into permanent positions as vacancies arise due to retirements and resignations. Annually, the programme allocates funding for 100 participants. These assistant lecturers are engaged on a three-year contractual basis, with a standardised annual salary of R250 000.

By November 2024, UJ had successfully filled all 100 allocated positions, by means of a diverse and inclusive recruitment strategy: 93% were filled by designated candidates, with a gender distribution of 42% male and 58% female. Notably, 98% of the assistant lecturers are South African, aligning with the University's transformation goals.

Since the programme's launch, 60 ALs have transitioned into full-time or fixed-term contract roles within UJ, including three individuals who have advanced as nGAP scholars.

Teaching Innovation Fund

A call for the Teaching Innovation Fund (TIF) project proposals was issued in April 2024, with 37 applications received. By July, 28 projects had been selected for funding, including two which were allocated funds from the Language Implementation Policy Fund. The fourth edition of the *Teaching Innovation for the 21st Century: Showcasing UJ Teaching Innovation Projects 2024*, comprising 33 articles, highlights innovative teaching projects at UJ. The booklet was distributed to Senate in November 2024, and copies were distributed to the contributing authors and UJ staff.

Language Policy

In March 2023, UJ underwent a Language Policy audit coordinated by the Division in collaboration with Universities South Africa (USAf), the Community of Practice for the Teaching and Learning of African Languages, and the South African Centre for Digital Language Resources (SADiLaR), as part of USAf's initiative to implement the DHET's New Language Policy Framework. Following the audit, the DHET issued a call for universities to develop a Language Development Implementation Plan (LDIP). UJ submitted its 2024-2026 LDIP at the end of 2023, incorporating faculty input and securing DHET approval in February 2024, along with R2.5 million in funding over three years.

In 2024, several milestones were achieved, including multilingual study guides translated into isiZulu, Sesotho sa Leboa, isiXhosa, and Afrikaans for selected undergraduate modules in the Faculties of Science and Humanities, and glossaries and terminology booklets translated by identified faculties. CBE developed an APP enabling students to receive responses in isiZulu for Marketing Research modules.

Related activities include the Department of Politics' translation of a classical text into isiZulu, and an honours essay and master's dissertation, which have been translated from English into isiZulu. The Faculty of Humanities proposed a glossary compiling research terms in Sesotho sa Leboa and isiZulu, and the Department of Politics hosted a workshop on research methods in these languages. As part of the broader capacitation of the UJ community, five masterclasses and workshops on integrating isiZulu and Sesotho sa Leboa into research and



teaching were conducted, and the DTE developed five learning guides in isiZulu. In 2025, UJ will review its Language Policy and Language Policy Implementation Plan to ensure continued alignment with institutional and national objectives.

CENTRE FOR ACADEMIC STAFF DEVELOPMENT (CASD)

In alignment with the National Framework for Enhancing Academics as University Teachers and the UJ Framework for the Professional Development of Academic Staff as Teachers, the CASD continues to fulfil its essential mandate of developing teaching excellence at UJ. CASD serves as the primary catalyst for teaching development at UJ, offering a comprehensive suite of contextual, relevant, and scholarly-based learning opportunities tailored to the needs of emerging and established academics, department leaders, and tutors who play a vital role in supporting student learning.

The Centre's developmental offerings include the Academic Preparation Programme for new staff and the Head of Department (HOD) Induction Programme for newly appointed HODs. Follow-up sessions and individual consultations over a full semester are also available, as well as portfolio preparation, customised departmental and faculty workshops, an accredited multi-level tutor development programme, and the formal Postgraduate Diploma in Higher Education. All activities are underpinned by principles of reflective practice, encouraging participants to critically examine their teaching approaches, develop robust theoretical foundations, and thoughtfully apply these insights to enhance student learning experiences across the University.

Staff development for new staff

In January 2024, CASD conducted a three-day academic preparation programme for new academic staff and assistant lecturers, attended by 48 participants on day one, 43 on day two, and 43 on day three. The programme introduced participants to academic practice, including teaching, research, and community engagement. The induction programme was repeated in July and was attended by 61 participants over three days. Throughout the year, CASD facilitated ongoing workshops, with 697 staff members attending various sessions in the first semester and a further 282 participants.

Departmental workshops

CASD responded to departmental requests for workshops on curriculum development, assessment, and AI in teaching. Workshops were held with Applied Information Systems (October 2024) on learning guide design and assessment, with the School for Strategic Communication on assessment, and with the School of Public Management, Governance, and Public Policy (October 2024) on curriculum and assessment practices. A boot camp with Mathematics staff, a continuous assessment workshop for the School of Tourism and Hospitality, and upcoming masterclasses for 2025 indicate growing engagement in assessment development initiatives.

Tutoring @ UJ

Tutor training at UJ for 2024 commenced in February to ensure that all appointed tutors received training within three months, as mandated by the STLCL. The online self-paced component on Moodle began in May. Training for the first semester concluded with 1 256 Level 1, 345 Level 2, and 164 Level 3 tutors completing the programme across 64 sessions.

For the second semester, training concluded with 1 379 Level 1, 355 Level 2, and 164 Level 3 tutors trained across 66 sessions. UJ successfully renewed its College Reading and Learning Association accreditation until 2028, maintaining its status as the only nationally accredited tutor training programme.

The University recognised 73 tutors at the Top Tutor Awards in November, highlighting their contributions to teaching and learning. Additionally, tutor training certificates at all levels were uploaded to academic transcripts in January. Preparation for 2025 training is under way, with schedules communicated to all Vice-Deans: Teaching and Learning.

Portfolio development and the Teaching Portfolio Assessment Committee (TPAC)

CASD supported staff in developing teaching portfolios through workshops and individual consultations. In 2024, TPAC reviewed 89 portfolios, with meetings held in January (10 portfolios), April (14 portfolios), July (28



portfolios), and September (37 portfolios). Portfolio development workshops in February and April 2024 were attended by 114 and 94 participants respectively, and 28 staff members consulted CASD for promotional portfolio development. CASD staff co-facilitated the boot camps in May, July, and September 2024.

HOD development programme

In March 2024, CASD hosted a one-day induction for new HODs, covering teaching, learning, and research leadership. Follow-up sessions addressed operational and financial management. In the second semester, five additional workshops focused on promotion support, leadership presence, quality assurance, and enrolment planning. A mentorship programme for new HODs was introduced, pairing them with experienced mentors. Workshops on leadership and communication were held in August, followed by online sessions on human relationships, programme planning, and promotion policies. A final session in November 2024 at FADA focused on a discussion of the role of the HOD.

Supervision evaluation and peer evaluations

To complement the lecturer and module evaluations, which focused on the modules taught by CAT, CASD conducted 70 postgraduate supervision evaluations and supported 11 staff members with peer reviews in 2024.

Teaching Advancement at Universities (TAU) Programme

After completing TAU Cohorts Four and Five in 2023, the programme expanded, securing funding for additional cohorts. A call for applications was issued, with selected participants beginning the programme in July 2024. The first contact session in Gqeberha hosted over 70 attendees. The TAU Fellows Award, valued at R50 000, was introduced to recognise TAU fellows' outstanding contributions to teaching and learning. The second recipient of the award will be announced early in January 2025.

CASD staff

In July 2024, two new staff members joined the CASD team, replacing two members who resigned earlier in the year. Another new staff member was welcomed in November 2024. CASD staff continue to contribute to enhancing teaching and learning in the national higher education spaces through their involvement in national collaborative projects and organisations.

CENTRE FOR ACADEMIC PLANNING AND QUALITY PROMOTION (CAPQP)

CAPQP has continued to fulfil its pivotal role in upholding academic quality and driving innovation at UJ throughout 2024. Operating at the nexus of internal quality management and external regulatory compliance, CAPQP has excelled in supporting faculties, engaging with national bodies, and implementing forward-thinking quality assurance practices. The Centre's activities have been underpinned by UJ's unwavering commitment to placing students at the centre of curriculum development while ensuring academic integrity in all learning programmes.

Leadership and recognition in quality assurance

In 2024, CAPQP solidified its position as a leader in quality assurance among South African higher education institutions. This leadership manifested through numerous benchmarking requests from peer institutions. The Walter Sisulu University of Technology conducted a formal benchmarking visit in April 2024, with their quality assurance staff spending two days immersed in UJ's quality systems and processes. In July 2024, Unisa representatives visited to benchmark against the Academic Programme Tracking System, recognising its innovative approach to managing quality assurance workflows. Beyond these formal visits, CAPQP received requests from Tshwane University of Technology for information sharing on short learning programmes (SLPs) coordination methodologies and from Lilongwe University of Agriculture and Natural Resources in Malawi for assistance in developing comprehensive quality management systems. These interactions not only position UJ as a leader in quality assurance but also contribute to raising standards across the sector through knowledge exchange and collaboration.



Programme Working Group (PWG) and academic planning

The PWG, for which CAPQP provides secretariat services, held 11 meetings throughout 2024. This group, comprising representatives from all faculties, examined 110 new SLPs and 87 programme amendments, applying rigorous standards to ensure programme integrity, coherence, and alignment with internal policies and external regulatory requirements. This steady flow of academic planning activity demonstrates the dynamic nature of UJ's academic offerings and CAPQP's capacity to support ongoing curriculum renewal.

CAPQP's work in academic planning yielded significant outcomes in 2024. The Centre assisted with the development of three new programmes: the Higher Certificate in Marketing and Sales, responding to industry demand for specialised sales professionals; the MPhil in Healthcare Innovation and Technology, addressing the intersection of health sciences and technological advancement; and the Master of Biomedical Engineering, strengthening UJ's footprint in a critical STEM field. Additionally, two innovative programmes were recommended by the PWG to Senate: the MSc in Energy Poverty Alleviation Technologies, aligning with sustainable development goals and addressing pressing social challenges, and the BEd in Intermediate Phase Teaching, contributing to South Africa's need for qualified educators.

The complex landscape of programme accreditation saw notable achievements, with two programmes – Higher Certificate in Business Management (distance learning) and Advanced Certificate in Business Management – successfully responding to CHE conditions. Two title changes were approved: the Bachelor of Industrial Psychology (formerly Industrial and Organisational Psychology) and the combination of tourism and hospitality into the Advanced Diploma in Tourism and Hospitality Management, both reflecting evolving disciplinary terminologies. Significant too is the addition of CESM 1111 isiXhosa to the Bachelor of Arts degree, expanding the programme's disciplinary scope.

CHE accreditation was secured for three programmes: the Postgraduate Diploma in Clinical Simulation, enhancing UJ's health sciences portfolio; the Master of Information Systems, strengthening the University's 4IR-aligned offerings; and the Doctor of Philosophy in Innovation and Development, supporting UJ's research intensity goals. Four qualifications received NQF registration with SAQA IDs: Doctor of Philosophy in Innovation and Development, Master of Science in Machine Learning Engineering, a generic Bachelor of Commerce, and Master of Information Systems, ensuring their formal recognition within the national qualification framework.

Throughout this process, CAPQP continuously refined its methodologies, updating both the Senex submission template and the SLP template to incorporate new requirements regarding financial feasibility, enrolment planning, and facilities allocation. These improvements, requested by the DVC: Academic, and the Registrar, have strengthened the governance of programme development while streamlining approval processes.

Capacity building and knowledge sharing

CAPQP conducted 22 workshops during 2024, reaching approximately 386 UJ staff members. Two dedicated SLP development workshops in May and September 2024, each attended by 61 staff members, provided comprehensive guidance on developing market-responsive short courses. These sessions covered regulatory requirements, curriculum design principles, assessment strategies, and quality assurance mechanisms, equipping academics to create programmes that meet market needs and quality standards. At the start of the year, CAPQP made a presentation at the Faculty of Law Teaching and Learning Indaba, introducing the Centre's services to law academics and generating interest in interdisciplinary programme development. This outreach resulted in two productive follow-up meetings with academic staff interested in developing innovative cross-disciplinary offerings that bridge legal studies with other fields.

CAPQP staff continued to develop professionally, attending three specialised sessions on the Quality Assurance Framework organised by the CHE. These sessions provided an in-depth understanding of the national quality framework that positions CAPQP staff as informed interpreters of quality requirements for the UJ community. Five staff members participated in the Higher Education Quality Assurance Forum hosted by CPUT and Unisa in September 2024, presenting on UJ's quality practices and engaging with counterparts from across the sector. A particularly valuable learning opportunity arose through the joint CHE/SAQA workshop on qualification reregistration held in July 2024, which provided critical insights into the reregistration process as UJ prepared for the impending reregistration cycle.



Internal knowledge sharing continued through Coffee Table Discussion sessions, with a particularly productive session in September 2024 focusing on the implications of the new CHE Quality Assurance Framework for programme review methodologies. These informal but focused discussions allow CAPQP staff to share expertise, discuss emerging quality trends, and develop consistent approaches to quality challenges.

CAPQP hosted two significant quality discussion forums (QDF) in 2024. The May 2024 forum addressed the Quality Assurance Framework (QAF) of 2021 and analysed the implications of the CHE's extension of COVID-19 concessions for blended and online learning. The August 2024 forum prepared the university community for the pending CHE's campus visit, providing a detailed explanation of the QAF and facilitating discussion on its implications for UJ's quality processes. This preparation proved valuable when senior CHE staff visited campus in August 2024, to present the new QAF to senior management, academic staff, and professional support teams. The visit strengthened UJ's relationship with the CHE and aligned the University proactively with evolving national quality expectations.

The 'Ask Us Anything' initiative, launched in 2023, continued with sessions across all four campuses. These informal drop-in sessions allowed staff and students to raise quality-related questions, discuss programme development ideas, and receive guidance on navigating quality processes. The popularity of these sessions demonstrates the UJ community's engagement with quality matters and CAPQP's accessibility as a resource.

Academic Programme Tracking System (APTS)

The APTS saw significant advancement in 2024, with the system developments needed to meet the SAQA/CHE changes to the application process rolled out in June. This digital platform, which tracks programme development from concept to implementation, is now fully functional for whole qualifications, with the development of the SLP interface progressing steadily. The system integrates with Corporate Governance and the Registrar's domain, incorporating requirements for financial approval and facilities allocation as requested by university leadership.

To exploit the potential of the APTS system fully, CAPQP made time throughout the year to meticulously digitise historical academic planning records. All records dating back to 2015 are now available on the digitalised document storage application. Linking this archive to the APTS will enable UJ to maintain a comprehensive archive of programme development dating back to the oldest, scanned records. The initiative supports institutional memory and provides valuable precedents for programme development activities.

As 2024 concluded, preparations were under way for a new version of APTS to be released in January 2025. This enhanced version will feature upgraded functionalities to make the system more efficient, including additional statuses for programme reviews, short learning programmes, and refined reporting capabilities. While the development of the SLP application faced some delays due to competing demands on the development team, additional resources were secured to expedite its completion, demonstrating the University's commitment to comprehensive quality management systems.

Policy development and implementation

Policy development represented a significant achievement for CAPQP in 2024. A new Policy on Quality Promotion, aligning UJ with the CHE's Quality Assurance Framework, was drafted in the first quarter, submitted to governance structures, and approved by Senate. This policy replaces the previous policy while retaining UJ's core principles and quality goals. It provides a comprehensive framework for quality promotion activities, clarifying roles, responsibilities, and procedures for maintaining and enhancing academic quality.

The Policy on Short Learning Programmes was updated for Senate approval and incorporated lessons learned from SLP management and evolving regulatory requirements. Widespread consultation on the draft Policy on Distance Education is under way, with finalisation scheduled for the second quarter of 2025. This policy will provide critical guidance as UJ expands its distance online offerings.

Beyond formal policies, CAPQP developed a comprehensive quality management system graphic that visually represents quality processes and their interconnections. Standard operating procedures were drafted and are in the editing stage, providing step-by-step guidance for quality assurance processes. Process flows for new programmes, SLPs, and amendments were created, offering visual representations



of approval pathways and supporting consistency in application. CAPQP revised SLP-approval and Senex amendment forms to reflect new finance and timetabling requirements, though the Finance Division's final financial model remains pending.

Programme reviews and quality assurance

Programme reviews formed a cornerstone of CAPQP's quality promotion activities in 2024. The year began with nine programmes from three faculties under review, with two finalised between November 2023 and January 2024. Site visits with external panels were scheduled, and by year's end, eight programmes had completed the comprehensive review process: BA Honours in Interior Design (FADA), Advanced Diploma in Business Information Technology (CBE), BCom Honours in Quantitative Finance (CBE), Advanced Diploma in Operations Management (FEBE), Advanced Diploma in Management Services (FEBE), Advanced Diploma in Quality (FEBE), BA Honours in Public Management and Governance (CBE), and BA in Graphic Design (FADA). Each review followed a structured process involving self-evaluation, external peer review, and improvement planning. This rigorous approach identified strengths and areas for enhancement, contributing to continuous programme improvement. CAPQP facilitated these reviews by conducting 12 programme review workshops, holding seven consultations, and organising four initial meetings to familiarise programme coordinators with the review process and expectations.

CAPQP conducted several thematic reviews examining practices across the University. The DHET-funded extended curriculum programmes were reviewed, concluding in 2024, with findings presented to the February STLC. The review assessed the models of ECP provision selected, the effectiveness of ECPs in promoting student success, and identified opportunities to enhance these pathways to higher education. Similarly, a review of moderation practices conducted jointly by CAPQP and CASD staff culminated in a report to the February STLC, providing recommendations for strengthening assessment reliability and validity.

A high-level review of postgraduate assessment was initiated and approved by STLC in April 2024. This review examined assessment practices across postgraduate programmes, focusing on alignment with level descriptors, assessment integrity, and feedback quality. Data analysis continued throughout the year, with preliminary findings indicating strong faculty performance in postgraduate assessment quality assurance, though some development areas were identified for faculty action. The complete findings will be presented at the first STLC meeting of 2025.

The Service Module Review represented another major quality initiative, collecting comprehensive data on service modules across all faculties. This data – analysing module criticality, cross-faculty footprint, student success rates, and class sizes – will inform the selection of modules for in-depth review in 2025, ensuring that service modules effectively support student learning across faculties.

Professional body accreditations

CAPQP provided extensive support for professional body accreditations throughout 2024, demonstrating the Centre's versatility in working across disciplinary contexts and regulatory frameworks. The Health Professions Council of South Africa (HPCSA) undertook a number of accreditation visits in 2024. In July, CAPQP supported successful visits for the BHSc in Medical Laboratory Science, the Master of Counselling Psychology, and the Master of Clinical Psychology. The team assisted with the preparation of the Biokinetics response to the HPCSA report and reviewed the self-evaluation report for the Department of Podiatry's upcoming HPCSA accreditation.

Engineering accreditations saw CAPQP supporting the response to the Engineering Council of South Africa report on the civil engineering technology programme, ensuring that UJ's engineering programmes maintain their professional standing. The South African Geomatics Council's accreditation process for the Mine Surveying programmes received comprehensive support from CAPQP, and included contributing to the self-evaluation report, participating in the mock audit in June 2024, providing briefing sessions for the academics and supporting the accreditation visits for the Bachelor of Mine Surveying in July, and the Bachelor of Mine Surveying Honours in November. Both programmes received endorsement with conditions reflecting their overall quality, while identifying specific areas for enhancement.



CAPQP began preparing for the visit by the Commission on the Accreditation of Programmes in Applied and Clinical Sociology, which will consider the BA Honours in Sociology in 2025. The diversity of professional accreditations demonstrates CAPQP's ability to navigate varied disciplinary contexts and regulatory requirements, supporting UJ's professionally oriented programmes across faculties.

External audits and quality enhancement

Managing institutional audits represented a significant responsibility for CAPQP in 2024. Following receipt of the CHE Institutional Audit Report in November 2023, CAPQP coordinated the University's response, collecting input from across UJ for an improvement plan drafted in January and submitted to the CHE in March 2024. The positive feedback received from the CHE in June 2024 required minimal responses, which were approved by MECA in August and submitted in October. The audit identified strengths and improvement opportunities, with the improvement plan detailing specific actions to enhance UJ's quality systems further.

March 2024 saw the submission of UJ's response to the CHE National Audit of Doctoral Degrees, outlining enhancements to doctoral programmes and supervision practices. These audit processes ensured compliance with national quality expectations and drove meaningful quality improvement across the institution.

Throughout the year, CAPQP staff participated in national quality forums, served on CHE panels and working groups, contributed to policy discussions, and ensured that UJ's position on higher education quality was well represented in national conversations. This engagement enhanced UJ's reputation while informing the University of evolving quality expectations.

As 2024 concluded, CAPQP had already initiated several projects for 2025. Plans were finalised for the first edition of a CAPQP newsletter to be circulated in the first term, introducing the team and its services to the UJ community. The postgraduate assessment-themed review was prepared for presentation at the first STLC, with clear recommendations for enhancing practice. The improved version of APTS was ready for January release, and support was organised for three early PWG meetings to review 18 SLP applications and four programme amendments already in the pipeline.

Throughout 2024, CAPQP demonstrated that its work extends beyond regulatory compliance, embodying what quality means for UJ's academic community. By balancing technical expertise with academic sensitivity, maintaining internal quality systems while engaging with national frameworks, and supporting innovation and standards, CAPQP has continued advancing UJ's reputation for academic excellence in a complex and evolving higher education landscape.



Kirti Menon (Dr)

Senior Director: Academic Planning, Quality Promotion
and Professional Academic Staff Development



Division for Institutional Planning, Evaluation and Monitoring

OVERVIEW

The work of the Division for Institutional Planning, Evaluation and Monitoring (DIPeM) encompasses several important activities in support of the strategic, institutional and enrolment planning processes of the University. Much of the data, analyses and reports it produces are incorporated in other sections of this Annual Report, and are not repeated here.

The work of DIPeM is organised into three functional areas: planning; evaluation and monitoring; and institutional research. As custodian of the Higher Education Data Analyser (HEDA) portal giving access to student and staff HEMIS data, the Division is responsible for providing reports, benchmarking and subsidy grant information, and data analyses to Council, Senate, the MEC, the Registrar, individual DVCs and relevant governance committees. It also provides data as part of departmental projects, programme and faculty reviews, and for rankings purposes. A critical function is ensuring data integrity and quality, and the consistent use of data categories and definitions across different domains.

KEY ACHIEVEMENTS

Enrolment planning

In the planning area, enrolment planning is seminal, as it must be aligned with national imperatives and priorities, and it forms the basis for the determination of the University's teaching input subsidy. A six-year enrolment plan from 2020-2025 was agreed with the Department of Higher Education and Training at the end of 2018, which was revised in 2022. As in every year, an internal enrolment plan for the following year, i.e. 2024, had been developed by DIPeM in consultation with the faculties to consider changed contextual realities and faculty planning at programme level.

In 2024, DIPeM monitored the implementation of that enrolment plan with constant data analyses and advice. Weekly meetings with each faculty and relevant support divisions during the enrolment process served to enhance the implementation process and to create better overall coherence and cohesion across the various role-players, such as Finance and the Student Enrolment Centre, as did the meetings of the Enrolment Management Committee and the Enrolment Operational Committee. DIPeM led the process of developing the enrolment plan for 2025 through extensive consultation with faculties, and this was approved by Senate in late 2024.

Strategic planning

The maintenance and updating of the UJ Strategic Plan 2025 falls to the Division, as well as data collection and reporting on both the UJ Annual Performance Plan (a subset of the Strategic Plan) and the DHET Annual Performance Plan (APP) as required by regulation. The results of these are presented elsewhere in the Annual Report, but they do indicate improved performance in many areas, including research output and student success. In 2024, there were only a few changes to the KPIs in these reports after review by senior management. The monitoring of KPIs at faculty level was undertaken through the online Deans' KPI system.



In 2024, the process of developing a new Strategic Plan for 2035 that had begun in 2022 continued in earnest, with DIPeM as the project management team. Given that 2024 was a transition year before full implementation in 2025, the main focus was on embedding the Strategic Plan 2035, which had been approved by Council in late 2023, in all the structures of the University. To this end, 64 engagements with faculties and divisions were held, and the Vice-Chancellor led soft launches at his campus engagement events. The embedding process culminated in a hard launch at the Sanlam Auditorium on 8 October 2024. This was an event that included innovative video explanations of the Strategic Plan, dance, the UJ choir, and an exhibition of projects that responded to the main themes of the new plan.

In addition to the embedding process, systems to align with the new Strategic Plan were developed and these included HCM's digital performance management system, the Deans' KPI system, and MEC performance contracts. The Strategic Plan 2035 comprises an overall aspirational narrative plan and six more operational plans relating to each of the core areas, Education, Research and Innovation, and Purposeful Collaborative, and the three themes of Societal Impact and Sustainability, Global Footprint and Partnerships, and Technology for the Future.

Evaluation and monitoring

Much of the monitoring work of the Division is undertaken in the context of formal reporting on UJ's Annual Performance Plan, but separate analytical reports on matters of importance to the MEC and governance committees are also produced. In 2024, DIPeM produced reports on undergraduate student success rates, throughput rates and dropout rates, a benchmarking report on student success indicators, as well as several analyses that informed presentations to MEC and Council. In addition, further dashboard reports were developed in the HEDA environment on the Strategic Plan and APPs as part of an integrated monitoring and planning system. The Data Brief series was continued to provide information to the MEC and the university community, and two more issues were produced. The first included a study of Orange Carpet students at UJ, and the second focused on the performance of NSFAS students.

Rankings submissions

UJ participates in several international rankings systems, while being aware of their limitations, as they provide international recognition for its accomplishments and assist in building its national and global academic reputation.

The University, through DIPeM, actively submits data to a number of ranking systems, including those by Quacquarelli Symonds (QS) and Times Higher Education (THE). Within these, there are a number of subsystems, subject rankings and rankings of young universities. Aside from QS and THE, there are many other ranking systems that collect their own information, with the consequence that ranking results are released at certain times of the year on an almost weekly basis. DIPeM tracked these results, evaluated them against past results, and compared them with the performance of our peer national institutions for the MEC and for Media Liaison.

In 2024, institutional data were submitted to both QS and THE, in line with their data definitions, and for the sixth time, UJ submitted data in all 17 areas of the THE Impact Rankings. This ranking system is based on the United Nations Sustainable Development Goals (SDGs) and attempts to move beyond the traditional measurement indicators to assess a university's impact in relation to a range of major social and economic issues. The submission requires information of various sorts – numerical data, policies, and institutional programmes in support of SDGs. In its fifth participation in the overall THE Impact Ranking process, UJ was placed globally at position 36 in the world, and first in Africa and South Africa. Most notably, UJ achieved third place in the world for SDG 1: No Poverty, and sixth place in the world for SDG 8: Decent Work and Economic Growth. In total, UJ ranked in the top 100 universities globally for six SDGs, with outcomes for the other four of these SDGs as follows: SDG 2: Zero Hunger (#93), SDG 4: Quality Education (#53), SDG 5: Gender Equality (#13), and SDG 10: Reduced Inequalities (#46).

UJ also featured in the third iteration of the Quacquarelli Symonds (QS) Sustainability Rankings, placing at 243 globally, and fourth in Africa and South Africa. In the second edition of the Times Higher Education (THE) Sub-Saharan Africa University Rankings, UJ ranked first in Sub-Sahara and in South Africa.



UJ's performance in the various rankings systems is reported on in greater depth elsewhere in the Annual Report, but in general, it improved markedly in 2024, with the number of subjects featuring in the rankings systems increasing as well.

Institutional research

The Division is responsible for conducting annual student experience surveys among undergraduate and postgraduate students and a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. Given the more than 11 000 responses to the Undergraduate Student Experience Survey, it was possible to produce reports for each faculty and for eight areas in the support sector as well as the institutional-level report. DIPeM also increased the number of surveys undertaken to include surveys of both previously registered undergraduate and postgraduate students who did not return in 2024 to understand the reasons why they had dropped out; and an employer survey to determine employers' levels of satisfaction with UJ's graduates. A selection of the results of some of the surveys is presented below.

2024 Undergraduate Experience Survey

The results of the 2024 Undergraduate Experience Survey, with 11 793 responses, indicated high levels of satisfaction with teaching and learning at UJ, given that the overall satisfaction score was 88,8%. Approximately 95% of the respondents agreed that their lecturers were excellent in the following respects: well-prepared for their lectures (95,2%), that they consulted with students during the advertised times (95,5%), that they use relevant examples (94,8%), and that they were helpful (94,5%).

There were similarly high levels of agreement on almost all items relating to learning material and content, with 93,7% agreeing the assessments adequately test what students were supposed to learn in their programmes. Students indicated that their overall experience of UJ was very positive, with 90,9% agreeing that they feel they belong at UJ, and 90,5% saying that they feel their education and well-being were a priority at UJ. Despite the transition from one learning management system (LMS) to another, 84% agreed that the learning context for all their modules was up to date on Moodle. Of concern is that 29,1% of students (relative to 30,9% in 2023), had at some stage considered dropping out of university, mostly because they were not coping with the workload or had had personal problems. There were also over 10 000 comments that were thematically analysed and presented in one of the 17 reports where they were most relevant. The vast majority of these expressed positive sentiments.

2024 Postgraduate Experience Survey

There were positive results from the Postgraduate Experience Survey, where the overall satisfaction score in relation to research in 2024 was 86,8%, an increase from 85,9% in 2023. A similar proportion noted that they had experienced a productive student-supervisor relationship, with 76,9% indicating that they had had a supervisor allocated within a month of registration and 85,8% noting that they communicated with their supervisors at least monthly. UJ was the first-choice university for 82,7% of the respondents. Of the doctoral respondents, 93% were being encouraged to publish research papers from their theses. Of the 67,1% studying and working simultaneously, 87,8% indicated that they worked full-time, with the main reason for being employed being the need to provide financial support to their families. While 44% of the respondents stated that they were self-funded, another 39,4% were funded by a bursary or scholarship, with UJ being the biggest other contributor to their tuition fees at 44,9%.

2024 Graduate Employability Survey

Of the respondents from the 2024 survey, 48,8% were employed, an increase from the 47,3% of the previous year, and the 44,6% of 2022, while the proportion studying further was 16,6%. Of those employed, 88,6% had found employment within 12 months of completing their studies. Of those with doctoral degrees, 94,7% had secured employment within 12 months (an increase from 89,7% in 2023). Of the employed respondents, 50,3% had full-time contracts, 80,8% indicated that they were satisfied with their jobs, and 66,6% were employed in an industry that was similar to their field of study. The results also indicated that of those who were employed, 67,1% had had a job during their studies, while for those not in employment, only 35% had worked during their studies.



The most common methods of finding jobs were through social media platforms (19,8%) and personal contacts (11,8%). The main reasons for being unemployed were indicated as the lack of employment opportunities in their field of study (42,4%) and lacking the required work experience (35,2%). Of the employed respondents, 92,7% indicated that their studies at UJ had prepared them well for the workplace.

2024 previously registered student surveys, UG and PG

For the undergraduate students who had not returned to complete their studies, 67,1% indicated that the main reason was related to funding problems (with 10,6% having enrolled at another higher education institution), while for postgraduates, lack of funding was the main reason for 59,5%, and work commitments for 7,4%. Of the undergraduates who had not returned, 42,8% said that they were owing the university more than R20 000. Of the postgraduates, 56% indicated that they would like to come back to complete their studies, with 52,3% of undergraduates echoing that sentiment. The type of support needed to return to UJ was overwhelmingly financial in nature.

2024 Employer Survey

The Employer Survey was reintroduced in 2023, and for 2024, 42 company representatives completed it. Of those, 85% agreed that UJ graduates came prepared with an adequate level of educational knowledge required for the jobs in which they were employed.

CONCLUSION

The Division continued in 2024 to provide high quality reports and analyses to its many stakeholders, which enabled the University constantly to assess progress towards achieving its objectives. The Strategic Plan 2035 was embedded in the institution and successfully launched, the development of more sophisticated monitoring tools was undertaken, and successful improvements were implemented. DIPEM continued to undertake improvements in all its functions of planning, evaluation and monitoring, and institutional research to enhance data-based decision making at all levels of leadership in the University.



Denyse Webbstock (Dr)

Senior Director:

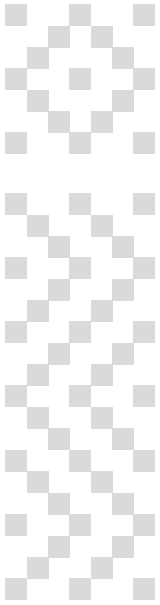
Institutional Planning Evaluation and Monitoring







Section TEN



Research and Innovation, Internationalisation, and the Library and Information Centre

OVERVIEW AND GOVERNANCE

The review reports on the activities of the three major divisions: Research Development and Support, including Strategic Initiatives and Administration, and the Postgraduate School; Global Engagement; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

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

Sarah Gravett (Prof)

Deputy Vice-Chancellor:
Research and Innovation
(Acting)



Research and Innovation

OVERVIEW

This report integrates contributions by the Research Office/Research Development and Support Division, Postgraduate School (PGS), and the Strategic Initiatives and Administration (SIA) Division. These domains all contribute towards and support a range of UJ's strategic key initiatives, including research, postgraduate studies, innovation and technology transfer, and global excellence and stature (GES).

OVERVIEW

In recent years, the University has seen a significant increase in the number of research outputs accredited by the Department of Higher Education and Training (DHET). In May 2023, UJ became the number one producer of DHET-accredited research outputs in South Africa, and in 2024, UJ secured this top honour for the second consecutive year. On 6 March 2024, DHET released the sector Report on the Evaluation of the 2022 Universities' Research Outputs, indicating that with a total of 3 143.7 units, UJ remained the highest producer of accredited research outputs in the country. Furthermore, UJ received nearly 13% of the overall share of the sector units. The units awarded were in terms of publications produced in 2022 and evaluated by DHET in 2023, and include journal articles, scholarly books and book chapters, as well as published conference proceedings. Further cementing UJ's position as a research-intensive and highly productive university, in May 2024, UJ submitted 3 293 units to DHET for publications authored in 2023. External research income dipped slightly from the R356 million record achieved in 2023 to R351 million by 31 December 2024, but still exceeded the 2024 target of R300 million by 17%.

The global excellence and stature (GES) initiative, initially launched in 2014 as GES 1.0 and further developed with a Fourth Industrial Revolution (4IR) focus on GES 4.0 (2019-2023), has played a pivotal role in positioning the University as a leader in 4IR, both in Africa and globally. With the introduction of the GES 4.0 for Societal Impact initiative (2024-2028), the focus has now shifted to global partnerships, technology for sustainability, and positive societal impact.

The GES initiative has significantly contributed to academic development, research, and industry connections. Specific projects, such as the successful visiting academic programme and flagship institutes, have also made substantial contributions. In 2024, 118 GES visiting academics, including 87 distinguished visiting professors, contributed to research endeavours and student mentoring. The University continued to enhance its national, Pan-African, and international stature through the flagship institutes, which contributed to research and scholarly outputs, student training, industry linkages, and third-stream income generation.

Managed through the SIA Division, projects within the University Capacity Development Grant (UCDG), which aims to support academic research activities and the capacity development of staff, particularly those pursuing higher degrees, supported seven projects in 2024. These projects included staff qualification improvement, research career development, supervision development, and international collaboration initiatives. The



Research Leadership Programme (RLP), aimed at supporting female academics in developing their research leadership skills, achieved notable successes in 2024, including a promotion and national research award nominations. External partnerships managed by the SIA Division, such as the Mapungubwe Annual Lecture with Advocate Tembeka Ngcukaitobi, highlighted UJ's engagement in intellectual discourse on global issues.

The Postgraduate School at UJ worked closely with faculties to exceed the target of 4 592 graduates for the April 2024 to March 2025 cycle (this would correspond to the 2024 HEMIS student data). Their target was 118 South African, black doctoral graduates in 2024, with 157 South African, black doctoral graduates achieved (HEMIS 2024 data submission) (this number, at 21 February 2025, was 76, but grew in March and April, as additional students completed, to reach the final number of 157). Postgraduate enrolment exceeded targets, with a 7% increase to 13 296 postgraduate students, including significant growth in master's and doctoral enrolments (data downloaded on 21 February 2025). In 2024, URC funding support increased, while NRF funding decreased. The URC budget for postgraduate students was R86 708 714, with R85 696 524 utilised, while NRF funds amounted to R73 897 798, funding 488 students. The number of postdoctoral research fellows grew by 22,5% to 556, with substantial funding from URC (R28 693 789) and GES (R28 272 623).

The Research Capacity Development Unit supported 16 897 postgraduate students through two Moodle communities and hosted 54 workshops with 2 798 attendees in 2024. They also developed a new 10-week programme for pre-registered master's and doctoral students, servicing 152 students in its first offering. UJ's participation in Three Minute Thesis (3MT) competitions continues to grow, with the 2023 institutional winner becoming the Southern African-Nordic Centre (SANORD) 2024 regional winner and another UJ student receiving the People's Choice Award for the U21 Global 3MT Competition. The Statistical Consultation Service (Statkon) provided individualised support for 531 projects in 2024, with the highest usage by the Faculty of Health Sciences, the College of Business and Economics, and the Faculty of Engineering and the Built Environment.

RESEARCH AND INNOVATION

Research productivity

In March 2024, DHET revealed that UJ had achieved the number one position in South Africa for accredited research publications output for the second consecutive year, with 3 143.7 units. Since the University's inception, UJ's submitted publication output units have increased at an average annual rate of 12,9%, with a compound annual growth rate (CAGR) of 12,5%.

In May 2024, UJ submitted 5 502 research outputs published in 2023 for DHET accreditation, amounting to 3 293 subsidy units. The total number of publication units submitted in 2024 increased by 1,6% compared to the previous year. Notably, units associated with books and book chapters increased by 2,7%, reversing the marginal decline observed in the previous year. Conference proceedings and journal article units increased by 3,4% and 1,2%, respectively. Over 98% of the journal article units submitted originate from publications in internationally indexed journals, with the majority, 76%, appearing in the prestigious Scopus index. In total, 16% of the submitted units contributed to scholarship on the Fourth Industrial Revolution (4IR), while 11% focused on the Scholarship of Teaching and Learning (SoTL). While the sector awaits DHET's Report on the Evaluation of the 2023 Universities' Research Output, the accreditation of 3 195 units (out of 3 293 submitted) for UJ's 2023 publications, announced in December 2024, is indicative of a 97% success rate (of submitted vs awarded), which exceeds UJ's historical average approval rate of 93,6%.

Creative outputs and innovations

In September 2024, UJ made its sixth submission for creative outputs, with a total of 31 creative outputs submitted. From the 31 creative outputs, 25 were for the Fine Arts subfield, while another one was from the Literary Arts. The Music, and the Theatre, Performance and Dance subfields had two and three submissions, respectively. The approval in terms of volume saw a remarkable success rate from 50% in 2019 to 89% approval for the 2022 submission. However, the 2023 outcome saw a steep decline with only 48% of the outputs being approved, i.e. 11 out of 23 submissions. Reasons for the decline will be considered seriously to assist in future submissions.



Regarding the current system of accreditation, the paucity of peers to review all the submissions for accreditation in any one given year remains a challenge. The current limited available human resources report serious fatigue. On a positive note, DHET is exploring options to address this issue by revisiting the review process. DHET has invited scholars to apply to be reviewers with a view to increasing the pool of reviewers on their database. This may assist in reducing the volumes carried by the current limited human resources. The University acknowledges and commends all the peers for their valued voluntary services.

In early 2024, UJ was awarded R14.9 million by the Technology Innovation Agency (TIA) to establish the Indigenous Knowledge-Based Phytochemicals Platform in Manguzi, KwaZulu-Natal. The platform, which will be a collaboration between UJ and the Manguzi community (represented by the Tembe Traditional Council), will enable mainstream commercialisation of indigenous, knowledge-based traditional medicines and natural products developed from biodiversity occurring in the uMhlabuyalingana Local Municipality.

The University, through the Technology Transfer Office (TTO), also welcomed a cohort of 50 student entrepreneurs who participated in an incubation programme running from May through to October 2024. The number of innovation submissions, specifically patents arising from research conducted by UJ researchers, has remained relatively low; however, efforts are underway to improve both the quantity and quality of patent submissions, with a focus on increasing the success rate of DHET subsidy awards. Nevertheless, the number of patents and registered designs granted in respect of such IP owned by the University increased by 10 in 2024, bringing the cumulative total to 103. Strengthening institutional support for innovation development and aligning submissions with DHET criteria remain key priorities.

External research income

In the 2024 academic year, the University secured R351 290 082 in external research income, categorised into the following areas: national, international, and non-obliged research income, postgraduate student bursaries, and research donations. This amount exceeded the target of R300 million by 17%. Of the total funding, R52 million was received from international sources. This accomplishment highlights the ongoing success of our research endeavours and the increasing acknowledgment of UJ's impact on international research projects.

Prestigious recognition of UJ researchers and NRF ratings

The University's impressive collection of prestigious awards and recognitions is a testament to the exceptional calibre of its researchers and the impactful contributions they are making in their respective fields. The 236 prestigious awards and recognitions accumulated across all faculties in the 2024 academic year highlight the University's commitment to excellence in research. The accolades, which range from outstanding research achievements to NRF A ratings, book awards, and acknowledgments from professional bodies, underscore the diverse range of accomplishments and expertise within the University's academic community.

Notably, UJ saw a positive increase in the percentage of NRF-rated researchers, from 19% in 2023 to 28,06% in 2024. This represents a 9,06% growth from the previous year. The total number of NRF-rated researchers increased from 320 to 349 by December 2024 and comprised seven A-rated researchers; 71 B-rated researchers; 196 C-rated researchers; and 75 Y-rated researchers.

STRATEGIC INITIATIVES AND ADMINISTRATION

University Capacity Development Grant

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

In 2024, the first year of the current three-year cycle (2024-2026), an annual budget of R7 043 205 was allocated to fund seven projects managed by SIA, PGS, and Research Development and Support (RDS). The following projects received support in 2024:



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

As part of the UCDP, SIA oversees Phase 5 of the national University Staff Doctoral Programme (USDPP), which is funded by DHET. This programme provides university staff with grants of R500 000 each to pursue a doctoral degree over a three-year period. In 2024, SIA continued to support the six UJ candidates from the first cohort of USDPP Phase 5, which began in 2022, as well as the 11 UJ candidates from the second cohort that started in 2023. Additionally, SIA managed the application process for the third cohort, with applications submitted in October 2024 and currently awaiting feedback from DHET.

The GES initiative (GES 1.0, GES 4.0, and GES 4.0 SI)

In 2014, UJ launched the Global Excellence and Stature (GES 1.0) initiative to enhance effectiveness and efficiency across the University through a strong focus on institutional development and key investments in teaching, research, and staff. Five years later, UJ introduced GES 4.0, focusing on the Fourth Industrial Revolution (4IR), which positioned UJ as a leader in 4IR in Africa and globally. The GES 4.0 strategy (2019-2023) aimed to strengthen academic and research capacity and leadership, aligning with the University Strategic Plan 2025. Although the GES 4.0 project officially ended in 2023, some initiatives continued into 2024 due to the knock-on impact of COVID-19.

Building on the achievements of GES 1.0 and GES 4.0, UJ introduced, in 2024, GES 4.0 for Societal Impact (GES 4.0 SI), where the focus shifts to technology for societal impact and sustainability. This strategy aligns with the UJ Strategic Plan 2035 and supports a wide range of projects across the three core catalytic areas of Education, Research and Innovation, and Purposeful Collaborative, each of which is informed by the three themes of Societal Impact and Sustainability, Global Footprint and Partnerships, and Technology for the Future.

Of particular relevance to GES is postgraduate and postdoctoral support (covered earlier in this report), the visiting academic programme (below) and the flagship institutes (below). These are making valuable contributions to UJ's growth on a national, Pan-African, and international level through research, student training, industry connections, and income generation, collaborative networks, staff/PDRF/student mentoring, and workshops.

Visiting academic programme

By December 2024, 100% of the lifespan budget of this GES 4.0 strategic initiative had been committed with 118 visiting academics supported by this funding. The majority of our 86 distinguished visiting professors (DVPs) are included by Elsevier as among the top 2% of scholars in their respective fields. In late 2024, six of UJ's GES DVPs, namely, Profs Linda Hollebeek, Haywantee Ramkissoon, Sascha Kraus, and Arnold Bakker (all from the College of Business and Economics), Prof Chong Lin (Faculty of Engineering and the Built Environment), and Prof Sherali Zeadally (Faculty of Science), were recognised in Clarivate's Highly Cited Researchers List for 2024. In 2024, Prof Kraus also received the 2024 Vice-Chancellor's Highly Cited Researcher Award, which celebrates and honours an individual with an outstanding research profile who has demonstrated significant and broad influence in specific fields. In 2024, 14 new DVPs joined the University in the Faculties of Education, Science, Art, Design and Architecture, Health Sciences, Engineering and the Built Environment, and the College of Business and Economics.

Flagship institutes

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



Institute for AI Systems

The renamed Institute for AI Systems (IAIS) (formerly the Institute for Intelligent Systems (IIS)), under the leadership of Director, Prof Babu Sena Paul, and Co-Director, Prof Mpho Primus, remained steadfast in pursuing its vision of positioning UJ as one of the leading universities in the 4IR. Key events hosted included a Natural Language Processing (NLP) seminar in February, a debate on social entrepreneurship in March, and youth-focused events in June. The Deep Learning IndabaX in July featured discussions on NLP's potential in Africa. Throughout the year, webinars, masterclasses, and strategic planning sessions highlighted the importance of data and AI in governance, education, and sustainable development. Notable events also included the Leica Geosystems SA Expo in October and UNDP debates in November. These initiatives demonstrate IAIS's commitment to interdisciplinary research and collaboration across sectors. In recognition of her outstanding achievements, Co-Director, Prof Primus, was named one of the 100 Influential Women in Tech in South Africa for 2024 by IT Web (Brainstorm).

Institute for Pan-African Thought and Conversation

The Institute for Pan-African Thought and Conversation (IPATC), led by Prof Siphamandla Zondi, has created a research agenda that combines Pan-Africanism, the sustainable development goals (SDGs), and digital transformation, in line with the African Union's Agenda 2063. In 2024, IPATC hosted 26 public dialogues, published 58 newspaper articles in South African and international media, and conducted 21 TV and radio interviews in South Africa, Nigeria, and the United States. The joint master's programme with the University of the West Indies remains strong, with nine MA students enrolled in 2024.

In September 2024, the Johannesburg Institute for Advanced Study (JIAS), welcomed a new Director, Prof Victoria Collis-Buthelezi. The institute hosted several notable events, including the Mellon-funded, Other Universals Summer Winter Institute, the inaugural South Africa-CARICOM Annual Lecture, the Jan Smuts Early Years Conference, and a week-long engagement with Guggenheim awardee, Prof David Scott.

UJ Confucius Institute

The UJ Confucius Institute (UJCI) hosted several high-profile Chinese delegations, which further strengthened academic and cultural ties between the UJ and its Chinese counterparts. Notably, on 29 June, a delegation led by Rui Hongyan, Party Secretary of Nanjing Tech University, visited UJ, inaugurating the China-South Africa High-tech Incubator.

The Centre for Africa-China studies (CACS) hosted several public engagements, bringing together academics, professionals, and experts from various fields and industries. Key events included:

- A symposium titled 'South African Democracy at 30: Gains and Challenges', examining the progress and challenges of South Africa's democracy.
- A workshop on 'A Roadmap Towards a Global South Digital Teaching Methodology', discussing the impact of AI and machine learning in education, particularly in Sub-Saharan Africa.
- A dialogue on 'FOCAC 2024: Whither China-Africa Relations?' assessing the outcomes of the 9th Forum on China-Africa Cooperation.
- A virtual discussion on 'Cooperation or Competition? The Energy Strategies of China and Western Countries in Africa', exploring the implications of energy strategies in Africa amidst global shifts.

Johannesburg Institute for Advanced Study

In September 2024, the Johannesburg Institute for Advanced Study (JIAS), welcomed a new Director, Prof Victoria Collis-Buthelezi. The institute hosted several notable events, including the Mellon-funded, Other Universals Summer Winter Institute, the inaugural South Africa-CARICOM Annual Lecture, the Jan Smuts Early Years Conference, and a week-long engagement with Guggenheim awardee, Prof David Scott.

Institute for the Future of Knowledge

The Institute for the Future of Knowledge (IFK) further advanced scholarship and public engagement through its significant achievements. It published 24 journal articles, eight book chapters, and three notable books by Professors Mutambara, Shulika, and Manda. IFK scholars also presented at key conferences, including the African Union Studies Annual Symposium and "The United States in Africa" Forum. Public thought leadership



was evident in op-eds featured in Premium Times, Sunday Times, and the Zimbabwe Independent. The Institute hosted high-profile events addressing critical issues, such as the Israel-Palestine conflict, publishing high-impact AI research, and democracy in Africa. Distinguished speakers included Prof Chris Landsberg, Mr Kuseni Dlamini, Dr Gagandeep Singh, Prof Joleen Steyn Kotze, and Mr Zaheer Laher. These engagements enriched academic discourse and contributed meaningfully to national and continental debates, cementing IFK's role as a hub for thought leadership and the shaping of future knowledge.

Research Leadership Programme

The Research Leadership Programme (RLP), which rolled out for the first time in 2020, 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 since 2021 to realise our joint aspiration to develop and advance women's leadership in South Africa, regionally, and internationally. This initiative aligns with SDG Goal 5, which focuses on promoting gender equality.

In 2024, SIA hosted the digital launch of the RLP, which featured a presentation by Prof Stella Nkomo on the topic of becoming an influential researcher in one's field. During her presentation, Prof Nkomo emphasised the key characteristics of influential researchers, including a clearly defined research niche, extensive expertise in their areas of focus, and a strong commitment to creating impact in knowledge, practice, and society, all of which align with UJ's vision of societal impact.

The 2024 UJ cohort comprised eight academics: Profs Rosemary Jane-Luke (College of Business and Economics), Neshane Harvey (Faculty of Art, Design and Architecture), Nazreen Dasoo (Faculty of Education), Thandiwe Sithole (Faculty of Engineering and the Built Environment), and Nedine Moonsamy (Faculty of Humanities) as well as Dr Shantel Lewis (Faculty of Health Sciences), Dr Whitney Rosenberg (Faculty of Law), and Dr Marole Maluleka (Faculty of Science). The UWC RLP cohort for the same year included five academics.

Two noteworthy accomplishments stand out in this period. Dr Nazreen Dasoo was promoted to associate professor, while Prof Sithole was a finalist for both the prestigious South African Women in Science Awards and the TransUnion Rising Star Awards. In addition, Prof Sithole received the Faculty Research Impact Award and the Department of Chemical Engineering Award in recognition of her exceptional contributions. She has also been appointed as a reviewer for research outputs by both the NRF and DHET.

External partnerships

The SIA Division plays an administrative role in managing and facilitating opportunities for strategic research projects and partnerships with external institutions and partners. External partnerships add value to the University, particularly through the hosting of high-level events. In 2024, UJ, in collaboration with the Mapungubwe Institute for Strategic Reflection (MISTRA), hosted the Mapungubwe Annual Lecture, a flagship event that offers a platform for intellectual discourse on global issues affecting South Africa and the wider African continent. The lecture was delivered by Advocate Tembeka Ngcukaitobi, a distinguished lawyer, legal scholar, and author. His presentation, titled *Critiques of Constitutionalism: 30 Years On*, provided a critical examination of constitutionalism in South Africa, reflecting on three decades of democracy.

The BRICS+ initiative led by the IPATC aims to position UJ as the leading research institution for BRICS+ studies on the African continent. In 2024, the partnership between the IPATC and the South African BRICS Youth Association (SABYA) led to the launch of the UJ SABYA Chapter in May. A key initiative of the BRICS+ programme is the BRICS Summer School, which is hosted in partnership with SABYA. In 2024, the programme introduced the Model BRICS Simulation, where delegates assumed the roles of BRICS diplomats and engaged with real-world issues, such as payment systems and financial cooperation, mirroring discussions from the Kazan Summit. The event featured keynote addresses from senior government officials, including Honourable Sindisiwe Chikunga, Minister of Women, Youth and Persons with Disabilities, and Honourable Mimmy Gondwe, Deputy Minister of Higher Education and Training. A notable achievement for the UJ SABYA Chapter in 2024 occurred when Ms Busisiwe Sibizo, the Deputy President of the Chapter, completed an internship at the New Development Bank (NDB) in Shanghai, China. Looking ahead, the BRICS+ Diplomacy in Global Governance SLP has been approved by the Faculty of Humanities and will be offered as part of the BRICS Summer School Programme starting in the second semester of 2025.



POSTGRADUATE SUPPORT

The Postdoctoral Research Fellowship (PDRF) programme

In addition to supporting postgraduate students and emerging researchers, the Postgraduate School (PGS) is also responsible for coordinating the Postdoctoral Research Fellowship Programme at the institution. In 2024, there were 556 PDRFs active throughout the year at UJ. As part of its growth plans, the University provided extensive financial support towards postdoctoral research fellowships, with 198 PDRFs partially funded from URC, while 78 PDRFs received funding from the '200 PDRFs' initiative under the GES 4.0 portfolio, and 22 PDRFs were funded from GES 4.0. 2024 also saw the introduction of a new loan agreement, which attracted an additional 22 PDRFs appointed in the GES flagship institutes under the Strategic Initiatives and Administration Division.

The senior PDRF programme, an initiative introduced in 2022 to encourage higher productivity among PDRFs, was also quite successful in encouraging PDRFs to perform more productively (with a qualifying criterion of producing a minimum of three research output units in the previous reporting year). 2024 saw 47 PDRFs qualify for senior PDRF status. While most PDRFs are funded either from URC or GES sources, 26 PDRFs were successful in securing funding from the NRF. To incentivise the PDRF community at UJ, the PGS also hosted the PDRF Excellence Awards, held on 25 October 2024. The event recognised the PDRFs who had performed exceptionally in their respective faculties, not only in terms of research outputs, but with regard to their scholarly activities.

Postgraduate funding

2024 saw the URC budgeted funds increase from R73 243 837.70 (in 2023) to R86 708 714, with R85 696 524.83 (98,8%) of the funds utilised by 31 December 2024. In contrast, the total NRF funds decreased from R82 976 520 in 2023 to R73 897 798 in 2024, with the total number of students funded dropping from 574 in 2023 to 488 in 2024. The budgets allocated from GES in 2024 to support 60 doctoral and 44 master's students were R5.85 million and R2.9 million, respectively. As mentioned above, the number of postdoctoral research fellows registered in 2024 also grew by 22,5% to 556, with extensive funding support from URC (R28 693 789.78) and GES (R28 272 623.44).

Postgraduate student support

The Postgraduate School offers support to postgraduate students through two units, Research Capacity Development (RCD) and Statistical Consultation Services (Statkon). The RCD Unit primarily supports postgraduate students through two Moodle communities: the 240CM_177 community (research master's and doctoral candidates), and the 240CM_081 community (coursework master's, honours, advanced diploma, postgraduate diploma and final-year students). In 2024, 3 494 and 13 403 students were enrolled in these two communities, respectively. In 2024, the Unit held 54 workshops with a total attendee count of 2 798. Microsoft training sessions were conducted virtually, while the Statistical Package for the Social Sciences (SPSS) training took place in person at the computer labs or PGS training room at Akanya Building. These were run over June, July, and August with a total of 946 registrations; of this number, 399 attended.

The RCD Unit hosted several research communication and dissemination/presentation events throughout 2024 for postgraduate students. These events included the Institutional Visualise Your Thesis Competition, which received 63 registrations and 53 attendees, the National Visualise Your Thesis Competition, which was attended by 44 in-person and 53 online participants, and the Institutional Three Minute Thesis (3MT) Competition. Odifentse Lehasa, UJ's 2023 3MT winner, was the regional winner of the 2024 SANORD 3MT Competition, receiving an all-expenses-paid trip to the SANORD Conference, held at the University of the Western Cape in Cape Town from 4-6 December, where she also presented at the 3MT annual showcase. UJ's institutional winner, Mrs Mosa Khasu, for the U21 Global 3MT Competition, received the People's Choice Award for her presentation, vying against 16 entrants from across the globe. Ms Khasu is the first South African winner and the first UJ winner for this award.

RCD also developed a 10-week pre-registration programme for master's (RD) and doctoral students, which consisted of 62 sessions. Faculties that participated included the College of Business and Economics, Education, Art, Design and Architecture, Engineering and the Built Environment, and Humanities. A total of 152 students were enrolled in this programme, which catered to the specifics of proposal development.



As part of its capacity development efforts aimed at upskilling staff, supervisors, PDRFs, and research associates throughout the year, RCD's many workshops offered in 2024 covered topics such as supervision, submission procedures, research methodologies, VIVA defences, publishing, and building well-being and resilience in academia. In 2024, 38 workshops were held with a total of 749 attendees.

Support for staff, supervisors, and PDRFs is provided through another two Moodle communities: the 240CM_176 community serves PDRFs, research associates, and senior research associates and has 117 participants enrolled, while 240CM_162 is designed for academic staff at all levels (assistant lecturers, lecturers, senior lecturers, associate professors, and professors), excluding senior management and support staff, and has 818 participants enrolled. These communities provide community members with access to resources and serve as a means of disseminating information on upcoming training opportunities. In 2024, RCD held seven sessions focused on global engagement, raising awareness of critical global challenges and providing researchers with essential strategies for academic success and informed publishing decisions. This was done through seminars, panel discussions, and forums, and featured both national and international speakers.

In 2024, RCD facilitated over 700 writing consultations. Available both online and in-person, the consultations are flexible to accommodate different schedules and preferences. Recognising that researchers often face time constraints and competing priorities, RCD introduced the Mobile Sit Tight and Write (MST&W) initiative, offering writing support directly at participants' locations. These twelve sessions ran from February to August 2024, with 170 attendees.

Statkon contributes to UJ's excellence in research and throughput targets for postgraduate students by providing conceptual and practical advice and support for quantitative-based research projects. In 2024, Statkon consultants provided individualised support for 531 projects. Of these projects, 402 were newly registered in 2024, and 129 were carried over from previous years. Postgraduate students from the Faculty of Health Sciences, College of Business and Economics, and the Faculty of Engineering and the Built Environment represented the highest proportion of those making use of Statkon services, at 44,4%, 20,3% and 13,7% of projects supported, respectively. Statistical consultants provided post-analysis support for approximately 22 projects. In addition to the individualised support, Statkon consultants designed and facilitated workshops on quantitative-based topics.



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Global Engagement

OVERVIEW

Through global engagement and internationalisation, the University of Johannesburg continues to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, and reaffirms the University's position on the global higher education landscape. The work undertaken by the Division for Global Engagement is central to UJ's vision of an international University of choice, anchored in Africa and the Global South, dynamically shaping a sustainable future.

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

In 2024, with the intention of realigning and refocusing our internationalisation strategy, the Internationalisation Division was renamed the Division for Global Engagement. A concerted effort was made to both reconnect and strengthen our relationship with our bilateral international partners and potential partners. The Academic Services Directorate hosted a partner day in August for delegates attending the International Education Association of South Africa (IEASA) Conference. The pilot was well received although with fewer participants than was projected. The learnings will be factored into future planning for similar engagements.

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

Virtual programmes continue to allow greater access for students to participate in mobility programmes at a substantially reduced cost, and this is reflected in the mobility numbers reported below. Our current number of valid joint programmes indicates that our engagements with international partners are proving to be fruitful, and the number is in line with the University's target. Particularly significant in 2024 was the continued work with Times Higher Education (THE), Universitas 21 (U21), the South Africa Sweden University Forum (SASUF), the International Association of University Presidents (IAUP), and BRICS networks to elevate



UJ's global reputation while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to the Pan-African agenda. Significantly, according to the THE's 2024 Sub-Saharan Africa University Rankings, UJ soared to number one in the sub-Saharan region (up from number two last year), which highlights the University's growth in teaching and research for societal impact. This means that UJ is also ranked in number one in South Africa.

Furthermore, according to the Academic Rankings of World Universities (ARWU), UJ is now ranked among the top 500 universities. Here too the University of Johannesburg has also bettered its standings nationally and on the African continent, clinching the number three spot in South Africa (up from joint number five) and the number four spot in Africa (up from joint number six).

Having hitherto been firmly positioned in the University's Global Excellence and Stature Strategic Plan 2025, during 2024, we intensified our work on aligning our internationalisation strategy to the UJ Strategic Plan 2035. Overall, the work of the Division is informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is facilitated through both intra-university and international partnerships.

OPERATING CONTEXT

In 2024 the Division was made up of the following directorates and units:

- Study Abroad and International Student Services
- Academic Services
- Fundraising and Administration
- International Student Recruitment and Admissions

The UJ Division for Global Engagement has grown from a team of three in 2011 to a team of 15 permanent and two temporary staff members in 2024.

The year 2024 marked a return to normalcy in terms of the number of in-person events and the hosting of visiting international delegations. The Division adopted a flexible approach, hosting in-person, virtual and hybrid events. The number of international delegations visiting UJ grew exponentially with most meetings taking place on campus.

Study Abroad and International Student Services

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

The Directorate focused on both 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 relationships with Universitas 21 (U21), the Association of Commonwealth Universities (ACU), the International Education Association of South Africa (IEASA), and the South Africa Sweden University Forum (SASUF).

The virtual and onsite outbound programmes included:

- Network for Intercultural Competence (NICE) Virtual Programme
- NICE Summer School in Poland
- Global Leadership Student Exchange Programme with University of Cincinnati
- Two Graduate School of Architecture Module Programmes in Angola

Physical and virtual mobility figures in 2024 were 33 127 inbound students and 16 658 outbound students. Of these numbers, physical mobilities were 19 534 inbound and 6 447 outbound.

The Directorate delivered four co-funded Africa-by-Bus programmes with the Faculties of Art, Design and Architecture (FADA) (Zimbabwe), Health Sciences (Mozambique), and Humanities (Namibia), as well as with the College of Business and Economics (Namibia). The Directorate also ran the Global Leadership Student Exchange Programme with the University of Cincinnati.



Academic Services: Partnerships

The Directorate is responsible for facilitating international partnerships and works closely with internal and external stakeholders on partnership development (supporting partner activities, special projects and building funding consortia), managing the partnership information management system, coordinating Erasmus+ staff mobility, monitoring and evaluating existing partnerships, assisting staff with the development and tracking of agreements to completion, University of Johannesburg English Language Programme (UJELP) administration, and supporting faculties on strategic plan targets on Pan-African partnerships and collaborative programmes.

Throughout the year, UJ continued hosting both physical and virtual meetings with international partners and facilitated several high-level engagements with international universities as well as foreign missions. Partnerships in regions where we historically held fewer collaborations increased in 2024, with an upsurge of activity in the Nordic and Canadian regions and an expansion of activities with EU and US partners. Indicators of this are the work undertaken with the University of Illinois at Urbana-Champaign on the Future Professors Programme and with the University of Iowa on the Social Determinants of Health and a second joint World Café. The Directorate also worked with Boston College on a partnership with Social Work and Geography and with the University of North Carolina in Charlotte on a Collaborative Online International Learning (COIL) partnership with our Faculty of Science. Several academic and support staff participated in Erasmus staff mobilities to Italy, Türkiye and the Netherlands in 2024 with reciprocal visits from staff at partner universities.

To support UJ academics in developing Pan-African partnerships, the Academic Services Directorate is a lead partner on a successful funding proposal under the University Capacity Development Programme (UCDP) in support of Pan-African partnerships. Project implementation started in 2024, and in the first quarter we participated in the project kick-off meeting held in Durban. The outcome of the workshop/meeting was to identify project leads. UJ will lead the partnering fair, and it is suggested that this takes place in Ghana as part of the African Network for Internationalization of Education (ANIE) Conference. Several partnership agreements were finalised in 2024.

Some of the Erasmus International Credit Mobility (ICM) agreements are:

- Altinbas University, Türkiye
- University of Basilicata, Italy
- Dortmund University, Germany
- Palacky University, Czech Republic
- University of Cyprus, Cyprus
- Munster Technological University, Ireland
- University of Perugia, Italy
- University of Hohenheim, Germany
- University of Nova Gorica, Slovenia
- University of Helsinki, Finland

The University has a number of strategic joint and collaborative programmes. The following were finalised in 2024.

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

- MOU – Eduardo Mondlane, Mozambique
- MOU – University of Mauritius, Mauritius
- MOU – Nigerian British University, Nigeria
- MOU – Dar Es Salaam ACEPS, Tanzania
- Framework Agreement – Jamhuriya University of Science and Technology, Somalia
- Framework Agreement – University of Burundi, Burundi

Fundraising and Administration

The Directorate Fundraising and Administration is responsible for coordinating and managing international funding initiatives to support student and staff mobility. These initiatives include the management of administration and governance within the Directorate.



Table 19: Finalised strategic and collaborative programmes

| CONTINENT | COUNTRY | UNIVERSITY | TYPE OF COLLABORATION |
|---------------|----------|--|--|
| North America | USA | Emory University | Research collaboration |
| North America | USA | Charlotte University | MOU (COIL) |
| Asia | China | Shandong University | Framework agreement (Joint Virtual Laboratory) |
| South America | Brazil | Universidade Federal da Bahia | Collaboration agreement: Data processing agreement |
| Africa | Malawi | Kamuzi University of Health Sciences (KUHeS) | Framework agreement |
| Asia | Thailand | Thammasat University | Framework agreement |

During this period, a total of R60 million in international funding proposals was approved. The programmes include Intra Africa Mobility Scholarships and Erasmus+ Capacity Building in Higher Education. An outreach campaign to multinational corporates in Nigeria and Ghana had been initiated. The aim is to seek support for international scholarships and provide capacity development of their staff through executive and management leadership programmes. DHET funded R3.4 million towards the Africa-by-Bus programme, which aims to support student mobility focusing on leadership. This is a partnership between UJ, Unisa, CPUT, CUT and UNIZULU.

The Co-Impact Gender Fund committed R18 million towards the Ikamva Initiative, led by the Faculty of Law. The programme aims to establish skills development and networking programmes for black female students, as well as leadership, mentorship, and professional development programmes for early career academics to facilitate equitable promotion.

The Directorate hosted the following events:

- Coordinated scholarships, which include European Union (EU) Intra Africa Mobility, German Academic Exchange (DAAD), Zimbabwe Presidential and Gabon Scholarship.
- Hosted information sessions with DHET, Campus France and Chevening Scholarship to promote scholarship opportunities to students.
- Coordinated a seminar with the Chinese Consulate for political science students and Chinese young diplomats.

International Student Recruitment and Admissions

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

2024 headcount – formal degree/diploma programmes

There were 2 622 undergraduate and 1 882 postgraduate students. This headcount number represents both formal and whole non-formal programmes as well as SLPs and bridging credit-bearing programmes.

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

In 2024, the international recruitment team visited Botswana, Eswatini, Lesotho, Mozambique, Namibia, Rwanda, Tanzania, Thailand, Uganda, Zambia, and Zimbabwe to visit schools and conduct information sessions. Some of these recruitment trips included:



- Botswana Human Resources Development Skills Fair and Career Clinics, Gaborone.
- Inaugural Study in Africa Pavilion at the International Conference for Education and Fairs (ICEF) Africa event and Fair, Rwanda.
- Information sessions, school visits and fairs: Presentations and information sessions at 10 schools, Eswatini.
- Presentations and information sessions at five schools, Tanzania; and at six schools, Uganda.
- Wren Southern Africa tour/school visits in six countries (Botswana, Mozambique, Namibia, Zambia and Zimbabwe).
- School visits, Lesotho.
- Maru-a-Pula School Fair, Botswana.

To further enhance our marketing, the Division for Global Engagement makes use of the Keystone targeted digital marketing platform to generate leads for all our qualifications and courses. The Keystone platform was used to advertise all undergraduate and postgraduate programmes and follow-ups were undertaken with prospective applicants by email. Colleagues also stayed connected with guidance teachers from schools in SADC, and East and West Africa for leads and information on applications and admissions.

In 2024, we concluded a digital web banner campaign in the following five countries in Africa: Botswana, Lesotho, Namibia, Tanzania and Uganda. The web banner campaign was conducted simultaneously with a newspaper print advert campaign in Uganda and Zambia.

GLOBAL REPUTATION (MARKETING, EVENTS AND VISITS)

Global advertising for 2024 included both print and digital advertising. The Division for Global Engagement produced the 2024 Z-card, which provides information for international applicants.

At the end of February, UJ and the Canadian High Commission partnered to celebrate 30 years of South African democracy with an event titled 'Marking 30 Years of Democracy: Looking back and forging ahead'. Held in February at the Imbizo Hall, Soweto Campus, the event focused on empowering young people through education and strategic partnerships.

Together with UJ Sport and the Embassy of France in South Africa, UJ hosted a further event in March to celebrate 30 Years of Democracy in South Africa. Staff members and students at UJ, together with staff at the French Embassy in South Africa, enjoyed a fun-filled sports day. The event, which took place at the UJ Soweto Campus sports complex and comprised UJ Sport Clubs' team players from football, basketball, sports for students with disabilities, rowing and athletics, also celebrated the build-up to the upcoming Paris 2024 Olympic and Paralympic Games.

Prof Kammila Naidoo, Executive Dean: Faculty of Humanities, received a U21 Award for her outstanding contribution to internationalisation in global higher education. The ceremony took place at the University of Hong Kong in April and was attended by Prof Letlhokwa Mpedi: Vice-Chancellor and Principal, who received the award on behalf of Prof Naidoo. The event was also attended by Prof Sarah Gravett, Deputy Vice-Chancellor: Research and Innovation (Acting), and Prof Ylva Rodny-Gumede, Senior Director, Division for Global Engagement.

UJ partnered with the Southern African Regional Universities Association (SARUA) to host the SARUA general meeting in May. The meeting was attended by 20 vice-chancellors or their representatives who form part of the network. The meeting focused on finalising the SARUA Strategic Plan 2024-2028, approving the revised constitution, and electing a new board.

Prof Letlhokwa Mpedi, Vice-Chancellor and Principal, hosted a high-level delegation from Nanjing Tech University in June. The Nanjing Tech University delegation was led by Prof Rui Hongyan, Secretary of the Communist Party of China (CPC) University Committee. Both universities have developed a strong partnership, and the meeting provided an opportunity to reaffirm the existing partnership and to explore possibilities to expand this further. An area of interest is the development of a joint high-tech incubator.

The Academic Services Directorate in the Division for Global Engagement hosted a partner day in August. Representatives from eight South African and international universities, including existing and potential



partners, attended. The programme included a visit to the Faculty of Art, Design and Architecture, UJ Library, and the Postgraduate School. The group also engaged with colleagues from the Study Abroad and the Community Engagement Units. The event allowed for the exchange of ideas, reviewing areas around best practice and learning from one another.

Ylva Rodny-Gumede

Ylva Rodny-Gumede (Prof)

Senior Director:
Internationalisation



Library and Information Centre

For the staff in the Library and Information Centre (LIC) 2024 ended on a high note as the LIC was awarded the UJ Best Support Division Award for 2024. This award recognised the hard work and dedication of all the staff in the LIC who had embraced change, upskilled and reskilled, and committed themselves to offering all the staff and students at UJ the best possible service.

Libraries are environments that are continuously changing as new digital platforms and innovations continue to transform how information is stored, accessed and shared. The staff at the UJ LIC have actively engaged with a change and development programme over the last eight years, and through this process, they have embraced digital transformation, learning how to effectively use the latest technologies. Their commitment to change has paid off and enables the UJ LIC to offer a worldclass learning and research environment.

To underscore this point, the results of the 2024 student satisfaction survey indicated that the students at UJ experienced the LIC as one of the most important contributors to their overall academic success. The students gave the LIC an overall 95,5% satisfaction rate. Overall, 95,4% of undergraduate and postgraduate students said that the LIC offered them an excellent overall quality of service. Among the postgraduate students, 95,5% said that the LIC guides were useful research tools, and 94,1% of undergraduate students and 93,2% of postgraduate students thought that the LIC resources were sufficient for their needs.

SUPPORTING STUDENT THROUGHPUT

During 2024, the librarians offered Digital and Information Literacy (DIL) training to a total of 40 072 students at UJ. Over the last few years, the LIC has moved away from just training for information literacy to incorporating digital literacy into their modules. Digital literacy refers to how people find information on various digital platforms, not just how to find information in a library catalogue. A very important component to this training is helping students to identify fake and false news/information and to assess the quality, relevance and value of the information they find.

At UJ, only 12 departments had made DIL training compulsory for their undergraduate or honours students in 2024, thus over 80% of the students that came for training to the LIC did so voluntarily. The number of students that came for training increased significantly by almost 10 000 students from 2023. This was due to several factors, but most importantly were the short learning programmes in DIL, which attracted over 6 500 students. The first cohort of students participated in the DIL short learning programme and the Advanced Digital and Information Literacy short learning programme, which were both offered online.

The second reason for an increase in training was the various computer literacy training programmes offered by librarians. In 2022, the librarians noticed that many students were not able to follow the DIL trainings they were given because students were not able to effectively work on desktop computers. DIL training workshops were provided to students who attended the computer literacy training programmes, and which enabled



them to work effectively on the LIC databases. From the student survey, 94,7% of the undergraduate students reported that they found these training sessions helpful for their studies.

Table 20: Number of UG students trained

| DATE | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------------|--------|--------|--------|--------|--------|
| Number of UG students trained | 22 296 | 16 034 | 11 819 | 18 477 | 28 178 |

Among the postgraduate cohort, 94,2% reported that the LIC training sessions and workshops were helpful for their research. One of the reasons that the postgraduate trainings increased so considerably was due to trainings given to postgraduate students teaching them how to use the new referencing system EndNote.

Table 21: Number of PG students trained

| DATE | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------------|-------|-------|-------|-------|--------|
| Number of PG students trained | 6 159 | 6 221 | 6 913 | 7 442 | 11 894 |

An area that the LIC needs to improve on is the LIC website, which only 80,2% of students found easily accessible.

During 2024, the Teaching and Learning Librarian, Dr Elize du Toit, developed a short learning programme teaching students how to use GenAI ethically and effectively in their research. At the end of 2024, she used the programme to teach librarians how to embed GenAI training into their DIL training. In 2025, this programme will be developed into an online SLP for students at UJ and will be used to teach librarians at other universities how to teach GenAI in their overall DIL training courses.

SUPPORTING RESEARCH OUTPUTS

A key focus of the LIC in 2024 was developing an online Digital Scholarship Hub. The Hub was launched in September 2024 and offers a suite of GenAI platforms for postgraduate students, researchers and academic staff. Through these platforms, scholars can enhance their research in three fundamental ways.

First, platforms like Scopus AI make it possible for researchers to search through large volumes of published information and develop summaries of the findings in articles according to their specifications. Half of those working on the platforms used them for this purpose. Second, these platforms enable researchers to ask questions and enhance their understanding of what they are reading. This was the most popular tool among all the GenAI platforms used by UJ students and staff. The analysis of usage of the GenAI platforms that the LIC subscribed to in 2024 showed that 94% of the postgraduate students used GenAI to help them understand and comprehend the readings they had found. Third, these platforms offer users help in improving their writing, and this functionality was used by 62% of the users. In 2025, the LIC will be offering extensive training to postgraduate students, academic staff and researchers on how to use GenAI platforms to enhance the quality of their research and the speed with which they are able to publish.

Linked to the Digital Scholarship Hub is the Atlas TI qualitative research analysis tool and the Virtual Reality Lab. During 2024, the LIC made 100 Atlas TI licences available to postgraduate students and staff and began to offer the first Atlas TI training workshops to postgraduate students. These workshops have been enthusiastically taken up by students and many more are planned for 2025. The Virtual Reality Lab, which had been a small room in the APB Library, was established in 2024, and the Lab will be officially launched in 2025.

The official launch will be an opportunity to explain in more detail to the UJ community the value of a virtual reality lab in the research and education spaces. The Virtual Reality Lab will offer an exciting new avenue for teaching, learning and research, using insights from UJ research to develop new virtual learning experiences for students so that they can immerse themselves in a learning experience. Two such



experiences that are critically needed are in emergency medicine and in mining. These experiences will enable students to be immersed in learning experiences that in the physical world would be dangerous or impossible for ethical reasons.

In 2024, the LIC moved to the referencing platform EndNote. The move was successfully managed and facilitated by the LIC EndNote task team who gave extensive training to students and academics. The team also helped academics move their references from other referencing systems onto EndNote. EndNote has several impressive functionalities not offered by other referencing platforms and has an AI function at the backend, which enables it to find articles, books and other material for researchers.

During 2024, the LIC continued to promote open science, and the Research Data Management site grew from 768 data sets in 2023 to 969 data sets in 2024. The user numbers also grew by 75% from 3 413 users in 2023 to 5 836 users in 2024.

MAINTAINING A SUSTAINABLE ORGANISATION

A key focus of the LIC in 2024 was improving the sustainability of the LIC. In 2024, the LIC had the highest number of uses of resources compared to any previous year. As the resource usage was so high, the cost per article or book download or taken out in 2024 was R13.74, which is the lowest it has ever been. It will be noted that the usage for 2023 and 2024 is quite similar; the dramatic change took place from 2022 to 2023. This is because at the end of 2022, the LIC moved onto new platforms, which have made it much easier for staff and students to access information.

Table 22: Platforms accessed

| YEAR | PHYSICAL BOOKS | EBOOKS | DATABASES | OVERALL COLLECTION USAGE |
|------|----------------|---------|------------|--------------------------|
| 2024 | 178 193 | 673 057 | 10 498 058 | 11 349 308 |
| 2023 | 134 454 | 664 257 | 10 541 373 | 11 340 084 |
| 2022 | 167 441 | 542 633 | 4 540 301 | 5 250 375 |
| 2021 | 54 115 | 431 361 | 3 489 718 | 3 975 194 |
| 2020 | 54 664 | 345 932 | 6 192 521 | 6 593 117 |

Part of this success was due to the LIC purchasing materials relevant to users, which were then significantly used by students and staff. In 2024, the LIC introduced a sustainable collection development task team who investigated all the resources that the LIC buys, which resources are actually used and the return on investment of all the resources. Through this process, the LIC was able to achieve a zero per cent increase in the 2025 resource budget. The process also resulted in a further saving of R12 million, which has been allocated to article processing costs across the faculties for 2025.

A further priority within the sustainability of the LIC and research support has been to promote open science. During 2024, the librarians ran a variety of workshops and initiatives to make researchers aware of all the journals with which UJ has a transformative agreement. In 2024, the LIC saved the University R32 881 397 through transformative agreements, which promote open science and make articles freely available to readers worldwide. This is made possible because the LIC negotiates agreements with publishers and pays the publishers a nominal fee upfront, which allows researchers at UJ to publish in the journals covered by transformative agreements at no cost to the authors.

Not only were the academic resources of the LIC highly used in 2024, but the virtual online visits to the LIC were the highest they had ever been. This is because the LIC has invested in new software that make it easy for students and staff to find the most relevant and useful information.

Table 23: Number of online visitors

| YEAR | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|
| Number of online visitors | 1 541 756 | 1 621 598 | 1 485 530 | 1 722 170 | 2 246 673 |

UJ PRESS

A phenomenal success story of the LIC has been the UJ Press, which has grown from strength to strength each year as seen in the table 24. The table shows the finances and work done as at the end of December 2024. In 2025, a key focus of the UJ Press will be to improve its international presence.

Table 24: UJ Press growth

| INDICATOR | 2022 | 2023 | 2024 |
|--------------------------------|--------------|---------------|---------------|
| Turnover | R1 285 831 | R2 381 637.06 | R3 586 874.96 |
| Profit/Loss | (R480 621) | R196 483.72 | R278 101.77 |
| Work in progress in January | R2.7 million | R3.5 million | R3.31 million |
| Quotes | 145 | 223 | 311 |
| Titles published | 15 | 33 | 37 |
| Titles live | 110 | 143 | 187 |
| OA titles | 86 | 100 | 147 |
| Titles in process | 60 | 96 | 97 |
| Journals online | 14 | 18 | 21 |
| OJS traffic (Google Analytics) | 16 000 | 26 000 | 40 000 |
| OMP traffic (Google Analytics) | 4 900 | 9 800 | 6 600 |

GLOBAL RECOGNITION AND PARTNERSHIPS

Through events such as workshops, seminars, public lectures, book launches and conferences held in the LIC every year, the LIC has created a world-class platform for the research and innovation done at UJ to be shared locally and internationally. In 2024, the LIC ran a total of 242 events of which 32 focused on 4IR and 59 on research into SDGs. In running these events, the LIC made a profit of R631 520, an increase from 2023 when a profit of R507 178 was made. This money is re-invested in the LIC and used to upgrade the facilities and buy state-of-the-art audio and visual equipment.


Maria Frahm-Arp (Prof)

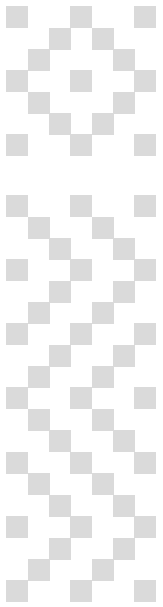
Executive Director:

Library and Information Centre





Section ELEVEN



Faculty Performance

OVERVIEW AND GOVERNANCE

This review reports on the one College, the one School, and the seven Faculties that are reflected in this section, listed in alphabetical order.

This structure is the result of a process of evolution over the past decade, which has responded to ongoing changes in the world of work and in the qualifications and skill sets required of graduates, to ensure that they are well equipped to contribute as critical citizens to the labour market and to society more broadly.

During 2017, the Faculty of Management, and the Faculty of Economic and Financial Sciences were merged to create the College of Business and Economics (CBE). The College came into being on 1 July 2017.

In September 2020, the UJ Council ratified the Johannesburg Business School (JBS), hitherto a component of the College of Business and Economics, as a standalone faculty separated out of the College of Business and Economics, with the Dean of the JBS similarly reporting to the DVC: Academic (as is the case for all the executive deans of the college and faculties). Towards this end, policy modifications, staff restructuring, and new systems and processes were instituted to formalise this arrangement and move towards greater levels of autonomy and decision making; and the Johannesburg Business School was repositioned as a faculty equivalent from the start of 2021.

In the following, use of the term faculty also includes the College and the Johannesburg Business School.

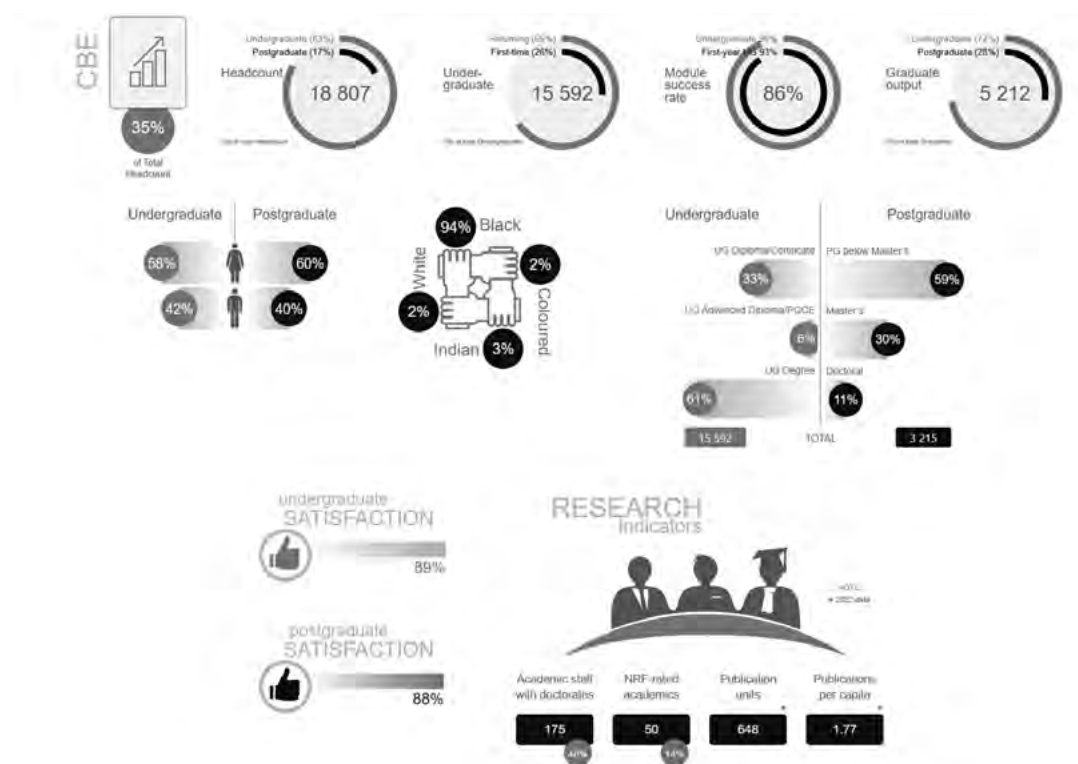
The Faculty Board of each faculty is the statutory governing structure under the Senate. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010 (with updates as required to ensure time-relevance). In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees, as approved by the Faculty Board and in line with University best practices. Each faculty develops its strategic plan and focus, in accordance with the institutional model, policy, strategy, and material risks reflected in the Institutional Risk Register.

Sehaam Khan (Prof)

Deputy Vice-Chancellor: Academic



College of Business and Economics



INTRODUCTION

Amidst a world grappling with fragile systems, overwhelming negativity, unpredictable events, and rapid shifts, the College of Business and Economics (CBE), through its six academic schools (Accountancy, Consumer Intelligence and Information Systems, Economics, Management, Public Management, Governance and Public Policy, and Tourism and Hospitality) and three SARChI chairs (Entrepreneurship Education, Industrial Development, and Transformative Innovation), fosters academic excellence and societal impact.



The composite undergraduate throughput rate (n-1) full-time contact increased to 45,6% (43% in 2023). Similarly, the postgraduate throughput rate (n-1) full-time contact increased to 62,5% (57,9% in 2023). Various initiatives aimed at supporting undergraduate students saw a decrease in the dropout rate in the second year to 9,5% (10% in 2023). The effect of these initiatives was also evident in the average module success rate (n-1), which saw a drastic improvement to 86% (83,9% in 2023). These initiatives yielded an undergraduate student satisfaction rate of 89%, and postgraduate student satisfaction of 88%.

The CBE strengthened its commitment to research excellence, registering 648 research output units, an increase from 596 in the previous year. CBE's NRF-rated researchers increased from 47 in 2023 to 50 in 2024. This growth solidifies the role of CBE researchers in meeting rigorous standards of excellence and contributing significantly to their respective fields. These ratings underscore the high quality and impact of the research conducted within the College, further enhancing its reputation as a leading academic institution.

The CBE also hosted several events commemorating the 30 Years of Democracy in South Africa. A key highlight was an event co-hosted by SARChI Industrial Development, the Centre for Data and Digital Communication, and the Department of Employment and Labour. President Ramaphosa delivered the inaugural UJ public lecture, honouring the legacy of Elijah Barayi, a pivotal trade unionist in the country's democratic movement.

The College also conferred three honorary doctorates on recipients who are leaders in their fields and have made a significant impact on society: Mr Thebe Ikalafeng, a highly respected and influential leader in African marketing and branding; Ms Nonkululeko Gobodo, the first South African black female chartered accountant, an eminent figure within South Africa's business and accounting spheres; and Prof Raphie Kaplinsky, a highly respected academic with a significant career focused on development studies, industrial policy, and global value chains.

STAFF

Demographic profile: academic and support, international, designated, qualification profile

The CBE recognises that its success is driven by the dedication and excellence of its staff. The CBE workforce is remarkably diverse with a staff complement of 511 employees. Of these, 324 are from the designated groups.

Most of our staff members are academics (357), contributing 70% of our staff complement. The remainder of our staff members are professional staff (153), contributing 30% of our staff complement. These staff members fulfil a variety of crucial roles, including administrative, technical, support functions, and professional services. In the staff complement of 511, we have a female representation of 303 (59%) employees. Our international staff members contribute 12% (61 appointees) of our academics.

A significant number (48%) of our permanent and fixed-term academic staff hold a doctoral degree, an improvement from the 45% in the previous year. In line with the UJ values, we are committed to fostering a diverse and inclusive work environment where everyone feels valued and supported. Our staff reflect this commitment, with a strong emphasis on academic qualifications and a culture of continuous learning.

We actively encourage all staff to pursue higher education by providing resources, such as teaching relief and research assistance. This dedication to professional development is evident in the increasing number of staff with advanced degrees.

Staff development

The College remains committed to fostering a work environment that supports career development, continuous learning, and academic excellence. Investing in its staff ensures the CBE's ongoing success in teaching and learning, research, and societal impact.

Staff are encouraged to chart their professional development through personal development plans. A comprehensive array of workshops cater to diverse needs, encompassing academic writing, research methodologies, support for early career researchers, leadership development, and data analysis skills. Staff also have access to courses focusing on various aspects of well-being, including managing work stress and raising mental health awareness. These initiatives aim to enhance staff skills, promote well-being, and contribute to a more productive and supportive work environment.



We congratulate Prof Calvin Mabaso, appointed as Head of Department for Industrial Psychology and People Management. We also congratulate Dr Darelle Groenewald who was appointed as CBE's new Head of Quality Assurance.

We congratulate the following staff members on obtaining their doctorates: Dr Lawrance Seseni, Dr Carmen Joel, Dr Muneer Hassan, Dr Letebele Mphahlele, Dr Mariska Mckenzie, Dr Logistic Makoni, Dr Simona Pillay, Dr Senzo Ngcobo, and Dr Naiefa Rashied. We congratulate the following staff members for obtaining their master's qualifications: Prof Daneel van Lill (with distinction), Ms Nthabiseng Gratitude Khoza, Ms Christine Tapedza, Ms Trinity Nyathi, Mr Kholofelo Masola, Ms Mary-Ann Ebigo, Ms Charlotte Mamadi, and Ms Funeka Montjane.

We congratulate the following staff members on obtaining honours and postgraduate diplomas: Dr Fumani Mabasa (with distinction), Prof Musawenkosi Saurombe (with distinction), Ms Caroline Hungwe, Ms Olushola Akilo, Ms Siphokazi Mbetha, Ms Yasmiena Sallie-Joyce, Ms Asanda Dahile, Mr Mpho Abel Hlungwani, and Ms Mashudu Nkosi. We congratulate the following colleagues on obtaining their advanced diplomas: Ms Rakgadi Tsosane, and Ms Adila Adams.

We further congratulate the following staff members on their promotions: From associate professor to professor: Prof Natanya Meyer. From senior lecturer to associate professor: Prof Riyad Moosa, Prof Marinda Pretorius, Prof Jules Mba, Prof Rozanne Smith, Prof Stella Bvuma, Prof Nicole Cunningham, Prof Bulelwa Maphela, Prof Calvin Mabaso, and Prof Lethiwe Nzama-Sithole. From lecturer to senior lecturer: Dr Naiefa Nolwazi Rashied, and Dr Tracy Daniels. From assistant lecturer to lecturer: Mr Semanga Mabuza, Ms Tsholofelo Makgalemele, Ms Charlotte Mamadi, Ms Tasneem Gathoo, and Ms Lethabo Kosene.

NRF-rated researchers

CBE had 50 NRF-rated researchers, an increase from 47 in 2023. This growth solidifies the role of CBE researchers in meeting rigorous standards of excellence and contributing significantly to their respective fields. These ratings underscore the high quality and impact of the research conducted within the College, further enhancing its reputation as a leading academic institution.

We congratulate the following newly rated researchers: Prof Daniel Kofi Maduku, Deputy Head Research and Postgraduate Studies, Department of Marketing Management for his C2 rating; Prof Tembi Tichaawa, Academic Head Tourism, School of Tourism and Hospitality for his C2 rating; and Prof Mike Ewing, a distinguished visiting professor for his NRF B1 rating.

Recognition and awards

The College proudly acknowledges the achievements of its academic and professional staff who continue to shape the institution's reputation as a leading university. The DHET-NRF South African Research Chair Entrepreneurship Education, held by Prof Cecile Nieuwenhuizen, was renewed for a further five years by the NRF. Similarly, the DHET-NRF South African Research Chair in Transformative Innovation, the 4th Industrial Revolution and Sustainable Development, held by Prof Erika Kraemer-Mbula, was renewed for a further five years by the NRF. Prof Fiona Tregenna was reappointed to the Presidential Economic Advisory Council (PEAC). Prof Tregenna served in the inaugural Presidential Economic Advisory Council appointed in 2019 and will serve again in the PEAC of the 7th Administration.

Prof Lethiwe Nzama-Sithole was appointed to the Institute of Internal Auditors (IIA) SA Board of Directors, for a term from 2024 to 2026. Prof Diane Abrahams was appointed to the Tourism Transformation Council of South Africa for a three-year term. Prof Peter Baur was appointed Deputy Chairperson of the Premiership EDHE Community of Practice (DHET). Dr Muneer Hassan was appointed as Deputy Chairperson of the SAICA National Tax Committee (NTC). Dr Musimuni Dowelani was appointed to the Chartered Financial Analyst (CFA) Board.

Prof Talita Greyling won the International Society for Quality-of-Life Studies Research Fellow Award. She is only the second scholar from Africa to have won the award. Ms Nokulinda Ngwenya from the School of Economics won the prestigious Employment Services of South Africa (ESSA) Founders' Medal for best paper in Economics, titled 'Understanding the impact of the informal sector on economic growth and employment in South Africa: An empirical analysis'.



Prof Natanya Meyer from the SARChI Entrepreneurship Education Chair received the Long-Term Contribution Award, 20 years, on behalf of the South African Global Entrepreneurship Monitor team in Morocco. Prof Marius Venter, Director: CENLED and PASCAL (Africa), received a certificate of appreciation and the Honorary International Fellowship from the Centre for Neighbourhood Studies in Manila. Prof Naudé Malan received the Food for Mzansi's 2023 Mzansi Changemakers Award.

Prof Marius Wait from the Department of Marketing Management achieved the Best Paper Award at the GBATA Conference in Lisbon. Prof David Poee received the award for the Best Paper Award: at the 17th International Business Conference (IBC), Stellenbosch, South Africa. Prof Ben Marx has been bestowed with the valued ABASA (Association for the Advancement of Black Accountants in South Africa) President's Award for Transformational Impact. Dr Dirk Rossouw and Dr Marie Bounds won the Best Paper Award for their paper 'How strategy implementation shapes small enterprises' at the 9th International Conference on Management Studies (ICMS-2023). Prof Carl Marnewick of AIS received a prestigious award and recognition for the best *South African Computer Journal* (SACJ) Paper Award. Prof Nelesh Dhanpat was appointed to the editorial board of the *South African Journal of Economic and Management Sciences*.

The following colleagues received their UJ Long Service Awards: Prof Magda Hewitt, Ms Antoinette Kanfer, Ms Charmaine Minnaar and Ms Jacqueline Smit (35 years); Prof Ben Marx and Prof Geoff Goldman (30 years); Prof Vain Jarbandhan, Prof Chris Rensleigh, Dr Cor Niemand and Dr Nadia Rhodes (25 years); and Prof Mduduzi Biyase, Prof Marinda Pretorius, Dr Leon Janse van Rensburg, Ms Jana De Jager, Ms Cynthia Mabaso, Mr Dewald Joubert, Mr Kevin Thomas, Mr Craig Close and Mr Jelvin Griffioen (20 years).

Ms Lonah Mbhalati won the Trailblazer in Academia by AWCA (African Women Chartered Accountants' Forum). Ms Funeka Montjane received the 2024 African Women Chartered Accountants (AWCA) Organisation's Woman of Substance Award. Prof Stella Bvuma was named one of ITWeb's Top 100 Influential Women in Tech, earning Certified IT Business Executive Professional (CITBP-SA) status. Prof Carl Marnewick was awarded the Best Reviewer Award by Project Leadership and Society and appointed associate editor for the *International Journal of Managing Projects in Business*. Prof Robert Hinson, a distinguished visiting professor, was recognised as one of the World's Top 2% researchers in the Stanford/Elsevier Top 2% Scientist Rankings.

Ms Doret Heyneke received the 2024 Vice-Chancellor's Distinguished Award in recognition of her pivotal role in developing and implementing the Postgraduate Applications Ranking System. Prof Mduduzi Biyase featured as economist for November 2024 by the International Economic Association (IEA). Prof Claude-Helene Mayer featured in *Radiosendung Health-in-all rund um die Themen and in Deutschlandfunk* (German National Broadcasting Radio). Prof Daniel Meyer did a live interview on NewzRoom Africa dealing with policy uncertainty killing SA's economic growth.

TEACHING AND LEARNING

The CBE had an impactful 2024, focusing on responsible student behaviour, academic success, and innovation in teaching and learning. Enrolment remained strong with 12 081 students in undergraduate diplomas and certificates, and 10 573 students in undergraduate degrees. There was increased participation from top-performing students with APS>35, namely 1 652 students (43% of new intake). Postgraduate completions showed steady progress with 1 461 postgraduate graduates in 2024 of which 1 261 graduates (86%) in honours and postgraduate diplomas, 158 graduates (11%) in master's degrees, and 42 graduates (3%) in doctoral degrees.

Our programme quality mix is designed to provide flexible educational pathways, allowing students to enter at various levels and progress towards higher qualifications. The CBE offered 158 subsidised programmes in 2024. Key initiatives saw 4IR technologies, decolonisation, and sustainability embedded into curricula.

Using the A2B Ashoka transformation methodology, CBE promoted student responsiveness and problem solving, with notable improvements in student performance, 12% improvement in pass rates across 32 modules, and a significant growth in academic excellence. UJenius enrolment increased from 494 (2023) to 781 (2024), representing a 36% growth. Orange Carpet students grew from 349 (2023) to 464 (2024), a 25% increase. The CBE strengthened academic governance by developing innovative assessment tools that were



adopted university wide. Artificial intelligence tools were integrated into curriculum design and assessment strategies, supporting both students and staff in creating innovative learning experiences.

The CBE implemented multiple effective initiatives during 2024 to enhance student access, success and support. These included:

- Learning management system optimisation: Comprehensive training and communication to facilitate the Blackboard-to-Moodle transition.
- Enhanced peer mentoring: Structured programme with financial compensation for mentors.
- Strengthened tutoring: Improved integration and monitoring of tutoring practices.
- Targeted revision classes: Structured support during assessment periods.
- Workload management: Systematic approach to balancing academic demands.
- Holistic student support: Regular check-ins and multi-modal communication.

Integration with university-wide support platforms, including student advisors, PsyCaD, and the Academic Development Centre, provided comprehensive assistance. Collaborative engagement with the SRC ensured the student voice informed institutional decisions.

Innovation in teaching and learning focuses on quality education and opening up opportunities for diverse learning and perspectives. The School of Accounting launched a traffic light project in modules to enable students to monitor their progress and to locate sets of activities for students who needed to remedy their situation. The Schools of Management, Accounting, and Consumer Intelligence and Information Systems introduced self-reflection as an enabler for self-directed learning. The Master's in Sustainability specifically allowed students to immerse themselves in global online travelling opportunities to enrich thinking on sustainability in the global context. The School of Public Management, Governance and Public Policy introduced design thinking and collaborative learning approaches. The Schools of Tourism and Hospitality and Consumer Intelligence and Information Systems have strong work-integrated learning simulation initiatives aligned to industry. The School of Economics integrates generative AI in the classroom.

Staff development was prioritised through training initiatives, and promotions were aligned with UJ's broader goals. The six CBE schools co-designed the Teaching and Learning Toolkit for the staff of the CBE. An insightful golden thread in all the practices shared was how AI tools for Teaching and Learning can support awareness when assessing students for learning.

The CBE also expanded its non-subsidised and online programme offerings, emphasising accessibility and adaptability in the digital age. Seventy non-subsidised programmes across a diverse range of fields were offered.

Moving forward, the CBE aims to streamline governance, refine AI-driven teaching strategies, and launch the Response Able Teaching Toolkit in 2025 to foster independent, critical-thinking students equipped for the future.

RESEARCH AND INNOVATION

We continued to demonstrate remarkable growth in research output, achieving a total of 1 492 research submissions in 2024 approved for DHET, up from our 1 263 research submissions in 2023. Between 2023 and 2024, the ROUs increased across most academic ranks, indicating a broad-based rise in research impact and productivity. CBE grew in its Scopus-indexed publications with 875 Scopus publications, up from 787, a 11,8% increase. Professors maintained the highest output growing from 204.43 to 209.70. We also saw a substantial rise in the research output units by postdoctoral research fellows (PDRFs) from 100.24 to 197.54. Outputs by master's and doctoral students also showed significant growth, increasing from 107.71 to 139.46.

There was an increase in the number of PDRFs, from 87 at the start of the year to 95 by the end of 2024. PDRFs are an important mechanism for growing research capacity through exposure to critical research resources and capability.

The CBE actively aligned its research output with the strategic shift towards Societal Impact and Sustainability, Global Footprint and Partnerships, and Technology for the Future. The strongest emphasis was on Societal Impact and Sustainability (843.33 units). Technology for the Future (266.82 units), which replaced the previous 4IR focus, indicates CBE's dedication to innovation, digital transformation, and future-ready business practices.



The Global Footprint and Partnerships (11.10 units) reflects the research focus on international collaborations.

The Scholarship of Teaching and Learning (SoTL) output saw a marginal increase in contributor units. CBE also saw significant progress in aligning its research outputs with key UN Sustainable Development Goals (SDGs) from 2024 to 2025, reflecting a broader and more impactful research agenda. The most notable growth has been in Decent Work and Economic Growth (SDG 8), which increased from 173.91 to 251.95 units, reinforcing the College's commitment to labour market dynamics, economic resilience, and financial inclusion.

The CBE annually hosts the Honours Research: Poster Presentations Skills Development Project, and 2024 saw a huge number of participants, individuals and groups, with great topics and research posters.

PARTNERSHIPS, STAKEHOLDERS AND COMMUNITY ENGAGEMENT

The College moved towards strengthening and deepening its industry and global partnerships and engagement. The Dean hosted an industry breakfast with representative industry stakeholders for all six School's to envisage closer collaborations and opportunities. The newly appointed Vice-Dean: Globalisation and Non-subsidised Programmes created a global engagement committee with representatives from across CBE to streamline and strengthen partnerships and collaborations.

CBE staff and students contributed to many community initiatives during Nelson Mandela Day. The CBE collaborated with the following stakeholders in community engagement projects, which contributed to societal impact on various levels.

Jars of Hope Project

The Food Evolution Research Laboratory (FERL) initiated this project, which benefits mothers and babies supported by the Hamba Bamba Funda Organisation (HBF). As part of the initiative, third-year Gastronomy (Nutrition) students prepared multilingual nutrition education leaflets, which were distributed to the mothers. Hands-on demonstrations showcased how to prepare nutritious soups using the ingredients from the jars.

Universal Access and Disability Awareness

The School of Tourism and Hospitality (STH), in collaboration with the National Council for People with Disability (NCPD), and the UJ Centre for Psychological Services and Career Development (PsyCaD), conducted an awareness campaign on Casual Day. Future initiatives will include conducting collaborative research on Mobi-Mats and amphibian wheelchairs on blue-flag beaches; as well as exploring collaboration with the e-empowerment initiative for the training of deaf and female baristas for the world of work.

Education and Learning Curiosity Project

The Department of Information and Knowledge Management joined forces with Leungu Education and presented on career choices to Maphutha Secondary School learners. The Department is also collaborating with the school's library staff and educators to create more resourceful and inviting learning spaces, encouraging a culture of curiosity and lifelong learning in local schools.

Education and Digital Literacy

The Department of Business Management worked continuously with the social business Siyafunda CTC in providing workshops in digital literacy skills. The application of digital technology to enhance communal, economic, educational, and social development is Siyafunda CTC's primary area of interest.

Entrepreneurial Development

The CBE Technopreneurship Centre secured funding from MICT DETA to support twelve postgraduate students to develop innovative ICT and 4IR projects. This initiative fosters entrepreneurial innovation and prepares students for the evolving digital economy.

Green Initiatives

The CBE introduced a waste management campaign, encouraging sustainable waste reduction practices through recycling drives in various departments and environmental awareness sessions.



ALUMNI AND STAKEHOLDER ENGAGEMENT

During 2024, CBE held a variety of alumni events and engaged various stakeholders. Key among the events was the STH alumni event, which focused on fundraising and support for students and recognising CBE alumni for their outstanding contributions. In this regard, Mr Senzo Ndlangamandla, a former CBE student, was the overall winner of the 2023 SAICA Top-35-under-35 Competition.

Alumnae Ms Nthabiseng Mabuya and Ms Thobile Mthandi were selected as finalists for the prestigious 2024 SAICA Trainee Trailblazer Awards, with Ms Mabuya receiving the Resilience Award. Ms Funeka Montjane received the prestigious 2024 SAICA Chairman's Award for the Business Trailblazer. She is the CEO of the Personal and Private Banking Division at Standard Bank. Further, alumna Ms Dorcas Nhlapo CA(SA) won the famed 2024 SAICA Top-35-under-35 DEI Champion Award, and Ms Patricia Stock CA(SA), SAICA CEO, has been appointed to the International Federation of Accountants (IFAC) Board.

From the School of Economics, Ms Delisa Simelane, Mr Kabelo Rabaloyi, and Mr Mziwanele Maxakatho were finalists in the 2023/2024 Nedbank and Old Mutual Budget Speech Competition. Mr Sandile Mbatha, MCom Development Economics student, won the postgraduate category of the 2023/2024 Nedbank and Old Mutual Budget Speech Competition.

From the School of Tourism and Hospitality (STH), Ms Wania Malik won the STH Rising Star Alumnus Award. Ms Wania Malik is the Assistant General Manager at one of City Lodge's flagship hotels in Pretoria. The prestigious STH Golden Circle Alumnus Award, first established in 1988, was awarded to Mr Seán Patrick Maher, who was the 30th recipient of the award.

TRANSFORMATION

CBE continues to make significant strides towards building a more diverse and inclusive college. In 2024, CBE made a first of its kind appointment, with Dr Husain Coovadia appointed as the Vice-Dean: Global Engagement, marking a new step in the College's internationalisation strategy.

Through the support of the University with its targeted initiatives, we increased the representation of designated groups (black, Coloured, and Indian). Of the 511 employees, 324, representing 63,41%, are from designated groups. Non-designated groups remain a valuable part of our College, and they contribute significantly to its growth and stability. We have also demonstrated a strong commitment to gender parity at all levels. In our staff complement, we have a female representation of 303 (59%) employees.

The College's Decolonisation Committee, chaired by Dr Naifa Rashied, has also found its rhythm. It holds its meetings as per schedule and presents the committee's deliberations on the CBE Board of College. This demonstrates that the College is dedicated to more than just diversity, but also to the important work of decolonisation.

FACULTY GOVERNANCE AND RISK MANAGEMENT

Within the College, we have robust and well-functioning governance structures to ensure the academic integrity of critical decision-making. The first line of defence is the staff, as all staff have a responsibility towards governance in their areas of responsibility.

The governance function of the College is enhanced by the office of the Head: Quality Assurance. CBE has several governance structures in place to ensure academic oversight and programme quality. These committees comprise the College Leadership Team, Higher Degrees Committee, Teaching and Learning Committee, Research Ethics Committee, and Decolonisation Committee. The decisions of these committees are ratified and taken at the Board of College, and further inputs are made at the Programme Working Committee meetings and ultimately other university structures such as Senate.

In terms of risk management, CBE has a rigorous risk management process with the risks revisited frequently and ways defined to mitigate potential or identified risks.



RESOURCE AND FINANCIAL MANAGEMENT

CBE manages its finances transparently and prudently. This is fundamental to long-term sustainability, together with our efforts to generate additional income and contribute to the University's resources. CBE's financial position remains stable, and the College has increased its contribution to the third-stream income of the University, which includes income from research grants, consulting, and other non-traditional funding sources.

CBE is well placed to continue to invest in its strategic priorities, such as the setup of internal administrative structures to take care of UJ digital priorities. Further, it will continue to set aside funding to assist students who are academically deserving but cannot afford registration or carry historic debt.

SOCIETAL IMPACT AND SUSTAINABILITY

The CBE integrates its research, teaching, and community engagement with the UN SDGs to ensure activities drive meaningful societal change. Key initiatives included:

- **Water sustainability:** CBE provided a borehole for the institutional Gwakwani project.
- **Sustainability focused research:** The DSI/NRF Trilateral Chair in Transformative Innovation, the 4IR and Sustainable Development hosted a conference, themed Transforming Africa: Innovating our way towards Sustainability, bringing together leading experts to explore sustainable innovation. Several CBE research projects directly align with SDG objectives, advancing food security and environmentally responsible business practices.
- **Women empowerment:** The Deanery's Annual Women's conference, named Eagles Fly Above the Storm, promoted gender inclusivity and empowerment, supporting several SDG 2030 Goals. SDG 3: Ensure healthy lives and promote well-being for all at all ages. SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. SDG 5: Achieve gender equality and empower all women and girls. SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. The conference provided mentorship and networking opportunities for female staff.
- **Inclusive economic growth:** CBE research focuses on fostering inclusive economic development, with projects examining digital financial inclusion, micro-financing for female entrepreneurs, and economic empowerment for disadvantaged groups. The College contributes to reducing economic disparities through collaboration with policymakers and industry stakeholders.

FUNDRAISING INITIATIVES

CBE engaged in various fundraising initiatives, including the Technopreneurship Centre (TPC), which signed an SLA with MICT SETA to fund 12 postgraduate students who will work on special ICT/4IR projects. (The project is worth R1 million.) Prof Chioma Okoro (FIM) obtained a substantial grant of R1 million from Bank SETA, which will be used towards student fees in various programmes. IPPM has continued initiatives of over R1 million that are used in support of students' studies.

Prof Talita Greyling raised seed funding for the project, International Perspectives of Quality of Life & Community Well-Being: A Cross-Cultural Examination of Community & Domestic Violence (R300 000 UKinSPIRE – Kentucky University). True North Partners provided bursaries to the value of R180 000 to the students of our Master of Financial Engineering.

The Centre for Competition Regulation and Economics Development (CCRED) raised significant funding for research: R5 million from Graca Machel, and R1.2 million from Oxfam South Africa to research women in agriculture, an estimate of R500 000 from the COMESA Competition Commission, approximately R1 million from GIZ for an African market observatory on the agricultural value chain in Tanzania, R2.5 million from the Competition Commission of SA, R1 million from the Competition Policy and Power Research Fund, and R1.1 million from the City of Ekurhuleni to research black industrialists.

In total, R4.2 million was secured through the Centre for Local Economic Development (CENLED) from the Limpopo Department of Economic Development, Environment and Tourism (LEDET) to train municipal



officials and councillors in the Limpopo province. There are plans to expand this training programme to all the other provinces in South Africa.

The Department of Finance and Investment Management (DFIM) obtained a sponsorship from Standard Bank and one from RMB for 100 students to engage with the banking industry. Further, the DFIM secured \$10 000 (approximately R180 000 at current exchange rates) for research from the South African Reserve Bank. The STH celebrated securing external funding of R1.6 million.

CBE secured over R23 million in research and development grants, supporting student bursaries, faculty led projects, and strategic academic initiatives. All these efforts align with CBE's commitment to financial stability and its broader mission of research for societal impact.

THE WAY AHEAD

The CBE, aligned with the UJ 2030 Strategy and Objectives, will work towards transforming the business landscape by offering cutting-edge business solutions through exploring the intersection between innovative theory and practical guided applications through the various projects below.

Integrating emerging technologies and SDGs into academic initiatives and research. The focus will be on green finance, sustainable tourism, and circular economic business models to position the CBE as a trusted supplier of highly sought-after skills, knowledge, and advisory services to Africa's leading businesses, governments, and institutions.

Cutting-edge syllabuses will be developed to ensure the CBE remains relevant to equip students with diverse, innovative, and critical thinking, adaptability, and ethical leadership, and to enable them to solve complex challenges. Programmes will include AI-driven decision making and data analytics to ensure students are exceptionally well prepared for the new technological and unprecedentedly fast-changing world.

CBE remains committed to ethical leadership and social responsibility. Not only will sustainable principles be embedded into the academic curriculum, but students will continue to collaborate with industry in real-world projects to address business, economic and societal challenges to find impactful solutions.

We will expand and deepen our international partnerships for exchange programmes and joint research initiatives to develop global citizenship and cross-cultural competency for better understanding of different cultures, perspectives, and global challenges, and thus contribute to a more balanced and sustainable world.

Community engagement will continue to drive long-term societal impact through initiatives, such as digital and financial literacy, the jars of hope, entrepreneurship development, and universal awareness of disability access and inclusivity.

The College of Business and Economics is committed to embracing the UJ values of impact, innovation, inclusivity, and integrity with the aim to promote ethically responsible, compassionate, and socially aware graduates who can lead in a rapidly evolving global environment. By positioning itself as a leader in sustainability and societal impact, the College continues to shape the future of business and economic education and research.



Ben Marx (Prof)

Executive Dean:

College of Business and Economics (Acting)



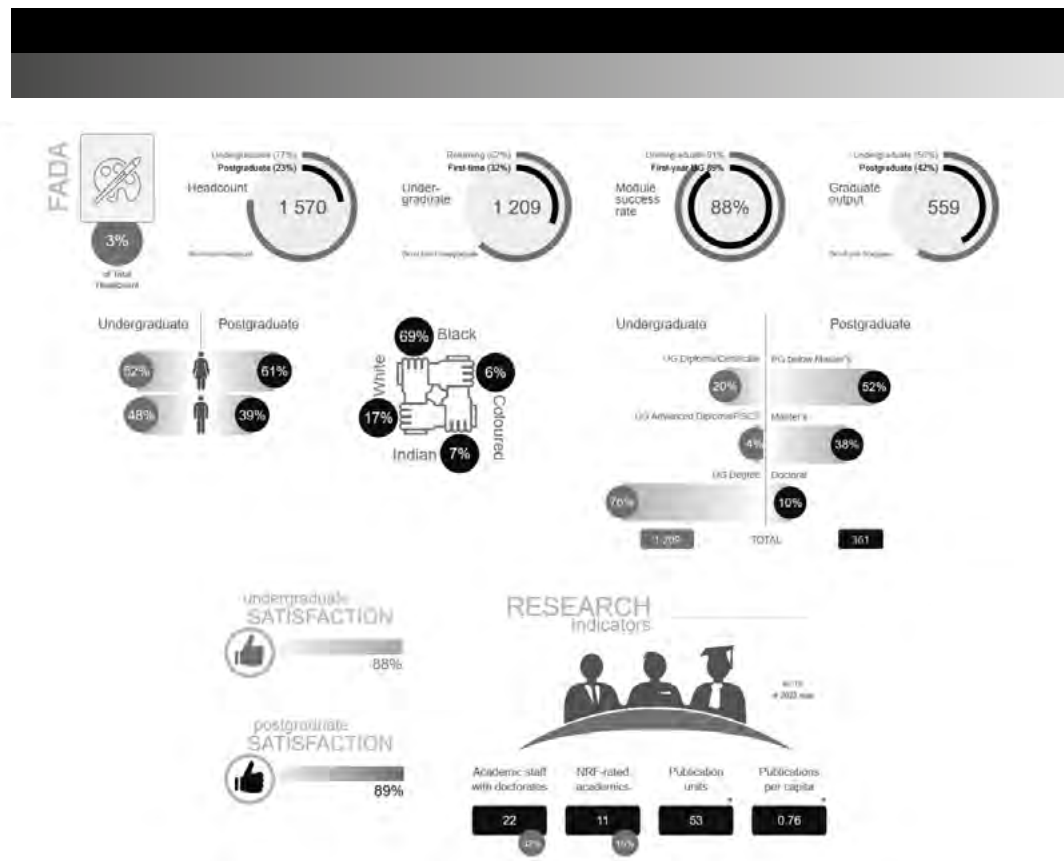
Tankiso Moloi (Prof)

Executive Dean:

College of Business and Economics



Faculty of Art, Design and Architecture



INTRODUCTION

With a presence across three campuses (APB, APK and JBS), the Faculty of Art, Design and Architecture (FADA) boasts exceptional facilities and staff, maintaining a longstanding reputation for producing highly skilled graduates for the creative industries.

FADA comprises nine academic departments offering degree and diploma programmes: the Graduate School of Architecture (GSA), the Departments of Architecture, Fashion Design, Graphic Design, Industrial Design, Interior Design, Jewellery Design and Manufacture, Multimedia and Visual Art. The Faculty houses UJ Arts and Culture, encompassing the UJ Arts Centre and the UJ Art Gallery on APK, with Arts and Culture offices on all UJ campuses. The Faculty also hosts two research centres: Visual Identities in Art and Design (VIAD) and the NRF SARCHI Chair in South African Art History and Visual Culture.



FADA occupies several dedicated buildings with customised studios, computer laboratories, workshops and a fabrication laboratory (FabLab), all well equipped to suit the specific needs of disciplines and departments. The FADA gallery, library, auditorium, lecture halls and Design Café are all located within the building on APB, providing students and staff with conveniently situated facilities.

In 2024, the Faculty consolidated and built upon FADA's strategic initiatives established in previous years. Under the leadership of Executive Dean, Prof Federico Freschi, the Faculty successfully achieved its performance targets while remaining adaptive to evolving strategic imperatives of the University.

STAFF

In 2024, FADA had 105 permanent and full-time contract members of staff, comprising 65 academic staff, 39 administrative and support staff, and one executive. Of these, 55,24% of Faculty staff were from designated groups and 8,57% were international. The Dean's Committee (i.e. the faculty executive) is comprised of 27,8% designated staff and 70,2% non-designated members, a demographic which needs attention, and for which a succession plan has been devised. In 2024, 32% of permanent and full-time contract academic staff held doctoral degrees.

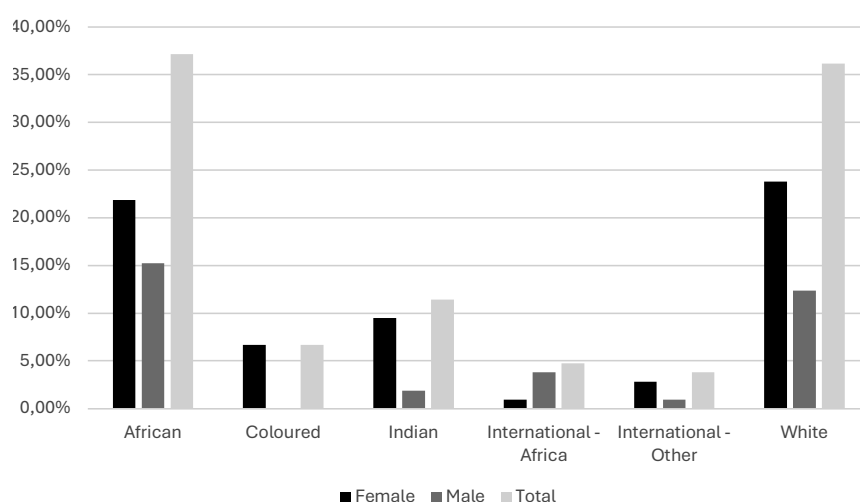


Figure 22: FADA staff demographics by race and gender 2024

Staff development

Many academic and support staff in FADA are engaged in ongoing training or study. Those who completed their doctoral studies include Ms Afua Wilcox (senior lecturer, Department of Architecture) who submitted her PhD in November 2024, Dr Reshma Maharajh (senior lecturer, Graphic Design), Dr Constance Kasiyamhuru (assistant lecturer, Design Studies) and Dr Terence Fenn, Head of the Multimedia Department. Mr Katlego Madumo (assistant lecturer, Industrial Design) submitted his master's project in 2024 and will graduate cum laude in April 2025. Ms Nthabiseng Mabale (lecturer, Multimedia) was awarded Thutuka Funding for her PhD studies, and Ms Zanné de Meillon (lecturer, Fashion Design) received a UCDG grant to support the completion of her PhD degree.

Dr Irene Bronner (SARCHI Research Centre in South African Art and Visual Culture) and Dr Ruth Sacks (Department of Visual Art) were promoted to associate professor.

In 2024, the AAMP programme welcomed eight new staff members, bringing FADA's total enrolment to 31 participants. Among them, 21 are currently at Level 1, while six have progressed to Level 2. Additionally, four staff members have reached Level 3.

NRF-rated researchers

In 2024, FADA had 11 NRF-rated researchers (16% of academic staff). Prof Brenda Schmahmann was successfully re-rated at B1 (from B2), while two staff members applied in 2024 and are currently awaiting their outcome.



Current NRF rated researchers are:

- Prof Brenda Schmahmann, SARChI B
- Prof Irene Bronner, SARChI Y
- Prof David Paton, Visual Art C
- Prof Leora Farber, VIAD C
- Dr Sinead Barnabas, SARChI Y
- Prof Kim Berman, Visual Art C
- Dr Philippa Hobbs, SARChI C
- Prof Alison Kearney, Visual Art C
- Alex Oppen, Architecture C
- Prof Deirdre Pretorius, Graphic Design C
- Prof Karen von Veh, Visual Art C

Recognition and awards

In 2024, FADA appointed two distinguished visiting professors: Prof Anthony Bogues (Brown University) and Prof Annie van den Oever (University of Groningen). Prof Neshane Harvey, former Head of Fashion Design, was named Vice-Dean: Research and Global Engagement. Professor Emerita Karen von Veh was elected Vice President of the International Association of Art Critics (AICA).

Prof Kim Berman (Visual Art) received the NRF Public Engagement with Research Award and third place in the Community Engagement Service Excellence Awards for the FADA African Reclaimers Project. Prof Brenda Schmahmann (SARChI Chair) renewed her NRF B1 rating, was recognised for her research contributions, and became co-editor of *Public Art Dialogue*. Dr Melissa Gerber, SARChI postdoctoral fellow, won the 2024 Westrup Prize. Prof Deirdre Pretorius (Graphic Design) joined the editorial board of the *African Journal of Creative Economy*.

Dr Landi Raubenheimer (Design Studies) received a Global Excellence and Stature 4.0 award for Societal Impact and a visiting scholar grant at the University of Cincinnati. Mr Mahoati Lehloenyia (Architecture) was awarded a British Academy grant for an international writing programme in Kenya and Zambia.

Ms Pia Findlay (Industrial Design) and her consultancy, Tandem Design House, was placed in the top ten for the Nando's Hot Young Designers competition. The Jewellery Department received R80 000 from De Beers' Shining Light Awards for student development. Prof Khaya Mchunu (Fashion Design) curated 'The Martin Molefe Memory Project' exhibition in Lesotho for the country's bicentennial celebrations.

In Interior Design, Ms Ilse Prinsloo (HOD) serves on the IID board, Mr Trevor Sibanda chairs Student Affairs, Ms Emmerencia Deminey leads the Sustainability Forum, and Ms Amanda Breytenbach convenes the Gauteng Institute for Architecture's Heritage Committee.

In Arts and Culture, Mr Bongani Senne received the Vice-Chancellor's Distinguished Award for Outstanding Service. Dr Dineke Orton (UJ Gallery Curator) won a KANNA Award and received a KykNet Fiesta nomination. Ms Rika Nortjé (Art Collection Manager) won a Vryskut Award, while the UJ Art Gallery earned a South African Museum Association Award. Arts and Culture productions garnered multiple nominations and awards, including four Fiestas and the Best Artistic Design Award at the Free State Arts Festival.

TEACHING AND LEARNING

Enrolment and student profiles

FADA's 2024 headcount enrolment totalled 1 570 students, of which 1 209 (77%) were undergraduate and 361 (23%) were postgraduate. Most students were black (69,4%), with 17,4% white, 7,5 % Indian and 5,7% Coloured. Female students were in the majority at 54% overall.

Most students (71%) were enrolled in undergraduate degree programmes, with 15% in undergraduate diplomas and certificates and 3% in advanced diplomas. In total, 38% of postgraduate students were enrolled for master's qualifications, with 52% in postgraduate below master's and 10% for doctorates.



Undergraduates and postgraduates

Graduate numbers have improved since 2023, with a total of 559 graduates, 58% of whom were undergraduate and 42% postgraduate.

Student access, student success and support for students

The Faculty's average success rate improved to 88,4% in 2024, with the overall dropout rate dropping to 11,3% from the 2023 rate of 14,2%. At 26,6%, the total graduation rate for undergraduate programmes was over 1% higher than the 25,3% recorded in 2023.

UJenius

Although the number of FADA students with a high APS (> 35) decreased by 8,2% from 2023, FADA maintained the level of 152 students from Quintile 5 schools in 2024. In addition, 39 students were part of the UJenius Club in 2024 (44 in total with the Orange Carpet students).

Programmes

FADA remains committed to innovative teaching and learning, ensuring its programmes remain relevant, sustainable, and aligned with industry needs. All departments drive a transformative curriculum that embraces industry partnerships for real-world experience.

The Department of Multimedia has launched a three-year strategy to redesign its curriculum in response to 5IR, incorporating gaming, extended reality, and omni-channel content design. These fields address AI, smart technologies, and systemic frameworks, such as the UN SDGs, positioning students for future industry demands.

Interior Design fosters collaborative learning through projects like redesigning the Fordsburg Primary School library with Fashion Design and working with industry partners to revitalise public and retail spaces in Braamfontein, supporting sustainable urban development.

The graduate fashion show, hosted at the Bunting Theatre in partnership with UJ Arts and Culture, was accompanied by a documentary film funded by UJ's Teaching Innovation Fund. This project applied digital fashion communication tools in creating a contemporary fashion video, challenging students to engage in authentic learning.

Each year, over 300 second-year students participate in the FADA Interdisciplinary Theatre Programme, developing cross-disciplinary skills. In 2024, they worked on an adaptation of Oscar Wilde's *The Picture of Dorian Gray*, guided by guest lecturer, Prof Vanessa Byrnes, from Unitec in Auckland, New Zealand.

The Graphic Design Department completed its 2020-2023 programme review. In response to generative AI tools, Design Studies developed an 'applied theory methodology' and alternative assessments, equipping students with critical AI literacy.

The Department of Industrial Design continues its industry-linked projects, providing students with competitive experience. Honours students participated in international competitions, such as Cumulus Green 2024 and Design Climate Change – BE Open. The AXOR competition for first years and ARMSA's collaboration with TUT and Open Window further strengthened industry ties and third-stream income generation.

Multimedia students engaged in transformative industry projects, including collaborations with NGO leaders, Berita Soul and Nkayise Nqola, applying design thinking to social challenges. Third-year Jewellery Design students partnered with De Beers in a work-integrated learning (WIL) project, gaining hands-on experience in diamond cutting, polishing, and retail.

FADA integrates 4IR technologies into teaching and learning. Multimedia's focus on XR includes augmented and virtual reality, transmedia, and smart environments. Graphic Design postgraduate students explored digital multimodal design, UX/UI for VR emotional well-being, and AI-driven educational tools. Honours students developed innovative apps addressing female health, early childhood reading, cultural stereotyping and unbiased news for Gen Z.



Industrial Design students incorporated 4IR themes in modules on 3D printing, digital manufacturing, and VR sketching. Multimedia honours students used projective research methods to explore smart urban technologies for Westbury communities.

FADA supports students through mentorship programmes, tutor networks, and consultation sessions. The FADA First Year Success (FYS) Programme and mentorship initiatives ensure early intervention for at-risk students. In 2024, mentorship activities included a sanitary pad and food drive, games day, motivational board initiative, and the FADA Keep Your Campus Clean campaign.

The re-established FADA Student Forum provides a structured platform for student advocacy. High-achieving students were celebrated at the UJenius and Orange Carpet mixer and the Dean's Merit List event, reinforcing academic excellence and engagement.

FADA students achieved significant successes in 2024. Architecture students won the Students Reinventing Cities Competition. Ten Fashion students reached the SA Fashion Week finals, the highest number from any national institution. Master's student, Kgotsotsofalo Given Monyamate, won the AFI Fastrack Creative Award.

Graphic Design students excelled in the Pendoring and Loerie Awards, with MA student, Aaminah Darsot, winning Silver Pendoring and Craft Gold, while honours student, Philasande Masoga, won Silver Pendoring. Industrial Design students secured top awards in the ARMSA competition and Vermont Tool Competition, and three honours students won a trip to COP29 through the International BeOpen Design Climate Action Competition.

Interior Design student, Husnaa Kathrada, was a PG Bison 1.618 finalist. Jewellery Design student, Siyabonga Mkhonza, was a finalist in the Digital Jewellery Week competition, while BA Honours student, David Ditlhako's work was featured in the Art Jewellery Forum. Five Visual Arts students placed in the top 100 of the Sasol New Signatures Competition.

FADA's ongoing innovations in teaching, industry integration, and student support continue to drive excellence and prepare graduates for evolving creative industries.

UJ Arts and Culture

UJ Arts and Culture plays a key role in hosting university and external events, from Senate and Faculty Board meetings to conferences, concerts, festivals, and theatre productions. Through initiatives, such as the Creative Output Stimulus Programme, it supports creative research and aligns with the University's strategic goals.

The Arts Academy Extracurricular Programme offered free to students, includes activities such as the UJ Choir, drama, photography, dance, poetry, and workshops, culminating in a year-end showcase. In 2024, 743 students auditioned, with 255 receiving cultural bursaries.

The Division also enhances employment readiness through a CATHSSETA-funded internship programme. Its productions earned acclaim, including Echoes of Heritage (four Fiëstas nominations, two awards), Macabre (Naledi Theatre nominations and awards), and With-out Limits (Best Artistic Design at the Free State Arts Festival).

UJ Arts and Culture generated significant publicity, with an advertising value equivalent (AVE) of R13.5 million. The UJ Choir reached an estimated 8 820 people, while the Arts Centre recorded 28 556 visitors across 69 events.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Output

For the 2024 reporting year, DHET approved 53 publication units from the Faculty's 2022 submission. Textual outputs have remained relatively stable, with the 53 units approved in 2024 closely following the 54 approved in 2023. In contrast, creative research project submissions have shown consistent growth, rising from just two in 2019 to a remarkable 26 (unaudited) in 2024. This upward trend reflects sustained and expanding engagement in creative research over the years.



Table 25: FADA textual output units 2019-2024

| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|------|------|------|------|------|------|
| 33 | 53 | 61 | 54 | 54 | 53 |

Table 26: FADA creative output research output submission 2019-2024

| 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|------|------|------|------|------|------|
| 2 | 9 | 11 | 15 | 17 | 26 |

Postdoctoral Research Fellows

Over the past three years, FADA has progressively expanded and stabilised the intake of PDRFs as indicated in table 27.

Table 27: PDRF intake

| | 2021 | 2022 | 2023 | 2024 |
|------------------|----------|----------|----------|----------|
| Research centres | 2 | 4 | 6 | 6 |
| Departments | 0 | 0 | 2 | 2 |
| TOTAL | 2 | 4 | 8 | 8 |

FADA research centres

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

VIAD Visual Identities in Art and Design

In 2024, VIAD underwent a major structural shift, redefining its sole research focus on African and African Diasporic Art into the RADICAL | OTHERS (R|O) strand. Alongside this conceptual revision, a second research focus, Bioart + Design Africa (BA+DA), was introduced and has since experienced significant growth in both projects and partnerships.

The second annual Bioart + Design Africa exhibition, ‘Imminent and Eminent Ecologies’ (FADA Gallery, 19 September to 29 October 2024), featured leading African and international artists exploring the bio-materialities of contemporary life. As Bioart is a relatively new field of research on the African continent, BA+DA’s exhibitions have attracted substantial media attention.

On 14 August 2024, VIAD hosted an inaugural lecture to mark the appointment of Prof Anthony Bogues as distinguished visiting professor. His lecture, titled ‘Imagining the New and the Radical Black Imagination: Walking with Frantz Fanon and Sylvia Wynter’, was accompanied by a performance from the Beloved Collective. Presented as a hybrid lecture, its recording on YouTube continues to reach a wide and growing audience.

SARChI Chair in South African Art and Visual Culture

In May 2024, the SARChI Chair hosted an exhibition and accompanying seminar on the artist, Gerard T Benghu, guest curated by Juliette Leeb-du Toit, with the assistance of Prof Irene Bronner. This was followed by an exhibition of works by Christine Dixie and an accompanying seminar in August. Following the exhibition, Dixie donated two of the series featured in the show to the University of Johannesburg.

In November, the SARChI Chair organised and hosted the international conference ‘Creating a Disturbance: Interventions to Historical Monuments and Statues’. The event welcomed scholars from South Africa and around the world. The previous conference hosted by the SARChI Chair in November 2023, also on public art, was developed into a book accepted by Routledge (currently in press).

Also significant were two international panels and workshops. Prof Brenda Schmähmann collaborated with Visiting Associate Professor Staffan Löfving to arrange a workshop and satellite discussion for the South Africa-

Sweden University Forum (SASUF) in May. Prof Schmahmann also worked with Professor Emerita Karen von Veh, to co-host a research panel on Gender and Human Centredness at the Arts Council of the African Studies Association Triennial in Chicago.

A further significant activity was the development of a special issue of the journal, *Critical Arts*, with articles emanating from a 2023 conference on 'Indigeneity and Visual Sovereignty', which Prof Löfving arranged with research associate, photographer Paul Weinberg, in 2023.

Research funding

Prof Deirdre Pretorius of Graphic Design collaborated on a funding bid for the Trans-Atlantic Platform (T-AP) Social Sciences and Humanities call on Democracy, Governance, and Trust (DGT). In July 2024, the project received the requested funding of R900 000 from the NRF. This project examines the graphic objects of street protests within global movements, critically exploring histories of creative dissent since the 1950s in Brazil, South Africa and the UK. By analysing protests across the political spectrum, it investigates how visual communication shapes and reflects struggles for democracy. The project is rolling out in 2025.

PARTNERSHIPS, STAKEHOLDERS AND COMMUNITY ENGAGEMENT

FADA maintains membership in key professional organisations, ensuring its programmes remain aligned with industry standards. All departments actively promote active citizenship through theory and community outreach, fostering socially responsible practitioners.

In 2024, the GSA expanded its global reach through partnerships, exchanges, and events. Prof Mark Raymond led collaborations at Kingston University, London, in February, while Units 7 and 24 visited Luanda, Angola. Dr Finzi Saidi (HOD Architecture) presented at the Commonwealth Association of Architects Conference in Rwanda, and Prof Raymond contributed to Art Basel, Herzog and de Meuron's Keleketla! Project, and the University of Illinois Urbana-Champaign. During Architecture Week, the GSA hosted international guests and delivered 15 public lectures. The GSA also participated in the national Corobrik Architecture Student Awards.

UJ Arts and Culture formed 14 industry partnerships, collaborated with four internal stakeholders, and hosted three distinguished international academics: Prof Vanessa Byrnes (Unitec, Auckland), Prof Rickerby Hinds (University of California), and Jordan Stewart (NYU). The UJ Art Gallery partnered with four international institutions.

Design Studies hosted Distinguished Visiting Professor Annie van den Oever's inaugural lecture.

The Multimedia Department collaborated with the Civic Tech Innovation Network (CTIN) and Wits School of Governance on civic-oriented technology. Industrial Design launched initiatives such as the FADA-FEBE Automotive Collaboration and the Gwakwani Social Impact Project.

An Erasmus+ agreement between the Fashion Department and the Academy of Fine Arts, Vienna, explored social justice through fashion. Prof Freschi and Mr Martin Bolton were also invited to the Vilnius Academy of Art and Design under Erasmus+ funding.

The Architecture Department collaborated with the University of Botswana and Namibia University of Science and Technology, fostering regional academic exchange. Visual Art signed MOUs with the Hungarian University of Fine Arts and the University of Cologne, enabling student exchanges and visiting scholar engagements.

VIAD continues its partnerships with institutions such as the Centre for the Study of Slavery and Justice, Zone2Source, and DESIS. Amanda Breytenbach and Emmerencia Deminey delivered a guest lecture on 'Building Information Modelling (BIM) in South Africa' to over 200 industry professionals.

In Jewellery Design, third-year students collaborated with De Beers on a work-integrated learning project covering diamond cutting, polishing, and retail. Dr Reshma Maharajh (Graphic Design) partnered with the University of Cologne on the Cultural Interventions project. Third-year and honours students in Graphic Design joined an international Design Research Society initiative, attending public lectures and codesigning retail spaces with peers from the USA, UK, Belgium, Italy, and Sweden.



Community engagement projects

The GSA advanced its commitment to community engagement and socially responsive design through key collaborations. Unit 17 partnered with Growthpoint to integrate social impact into commercial architecture, while Units 21 and 28 developed site-specific interventions in Johannesburg. In collaboration with Keleketla! Library, the GSA supported the proposed Keleketla! Lab, set to launch in 2025. GSA also hosted actor and advocate, Malik Yoba, who spoke on community engagement in New York, highlighting design's role in social justice.

The GSA played a key role in conceptualising and planning the ArchitectureZA (AZA) Conference with SAIA and GfA, which will take place in 2025. The event will explore the role of architecture in tackling social and environmental challenges. The School also led efforts to create a Nexus – linking academia and industry – to advance research and knowledge-sharing on AI and other emerging technologies shaping architectural practice.

Since 2013, the Graphic Design Honours Participation Design Unit, led by Ms Christa van Zyl, has driven community engagement, delivering 10 to 20 projects annually. In 2024, collaborations included the African Reclaimers Organisation (ARO), Girls and Boys Town South Africa, UJ's Centre of Ecological Intelligence, Johannesburg Zoo Education Centre, and others. Notably, the Unit helped secure funding for ARO, while Girls and Boys Town integrated project research into their 2024 online campaigns.

The Department of Industrial Design continues to engage with industry through project briefs and competitions that provide students with real-world exposure and opportunities for product manufacturing and distribution. Additionally, the Department partnered with Dr Ruth Lipschitz from Design Studies and Marianne Lomberg from Nestlé Purina to design and construct shelters for the FADA cat commune.

Alumni and stakeholder engagements

Arts and Culture received R2 755 200 from the Culture, Arts, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA) for their internship programme. An overwhelming 1 354 applications were received for the 37 internships offered in 2024 of which 17 successful candidates were UJ alumni. Including UJ Arts and Culture, interns were hosted by 14 professional arts and culture organisations as well as other departments and divisions of UJ.

The UJ Choir's 50th Celebration Concert presented an opportunity to engage alumni to participate in the celebration. This led to 77 previous choristers attending a reunion at the Arts Centre and joining the 2024 UJ Choir on stage to perform together at the end of the celebration concert.

The Visual Art Department was also awarded R800 000 from CATHSSETA for 10 student bursaries at R80 000 each. This supported and empowered second-year students who were heavily indebted and without funding to continue their degrees.

The UJ Art Gallery secured R500 000 from MTN SA Foundation for the MTN | UJ New Contemporary Awards Programme and R5 000 from Sanlam for an event at the UJ Arts Gallery attended by UJenius students.

Transformation

FADA actively embraces transformation as a core value, influencing teaching, learning, and research across the Faculty. Exploration of race, gender and culture is integral to our work, and we believe fundamentally in the notion of art, design, and architecture for social justice.

2024 initiatives included Interior Design lecturer, Ms Sadiyah Geyer's 'Women in the Built Environment' initiative. This initiative, featuring female professionals from diverse cultural and professional backgrounds, critically examined colonial legacies in design education and practice. Interactive sessions and panel discussions fostered dialogue on local knowledge, indigenous practices, and gender inclusivity; aiming to explore how the built environment, design practices, and education can break away from colonial frameworks.

Through their Wom+n In Tech initiative, the Industrial Design Department continues to narrow the gender gap in design industries by cultivating confidence in women embarking on design technology careers. The Department undertook various workshops throughout 2024, engaging with students and staff from FADA, as well as with high school learners as a departmental outreach programme.



The Visual Arts Department appointed Dr Sinethembe Makanya to head the Art Therapy programme. Dr Makanya's initiatives include Africanising aspects of the Art Therapy curriculum to make it more relevant to our students and the demographics of the country.

While FADA has made progress in increasing black student enrolment, achieving greater racial diversity among academic staff remains a challenge due to historical demographics and structural inequities. However, significant strides were made in 2024 through targeted recruitment, expanding candidate pools via programmes, such as nGAP, appointing assistant lecturers, and strengthening mentorship through the AAMP. FADA will continue its commitment to staff diversity through a structured programme focused on cultural awareness, mentorship and capacity development for designated groups.

FACULTY GOVERNANCE AND RISK MANAGEMENT

FADA maintains effective management through a structured committee system that promotes clear communication and alignment with the University's strategy. The Faculty Management Committee provides strategic oversight and ensures operational efficiency. It comprises the Executive Dean, Vice-Deans, Profs Desiree Smal and Neshane Harvey, Ms Neeradevi Chinnah, Head of Faculty Administration, and Ms Amanda Breytenbach, Strategic Initiatives Coordinator. Meeting weekly, the committee monitors operational matters, tracks strategic initiatives, and ensures alignment with the Faculty's annual performance plan.

The Dean's Committee, made up of the heads of all departments and divisions, plays a key role in disseminating information and shaping the Faculty's strategic direction. Meanwhile, the Faculty Board, comprising all academic staff, oversees compliance with University and Faculty procedures, ensuring effective governance and accountability.

The Faculty Teaching and Learning Committee (FTLC) monitors programme approval, academic rules revisions, examiner approvals and policies. Subcommittees handle RPL and plagiarism cases at the undergraduate level. The Faculty Readmissions and F7 Committee oversees student readmission.

The Faculty Higher Degrees Committee (FHDC) monitors postgraduate studies, approving proposals and examiners. The Faculty Research Committee (FRC) focuses on research matters, including funding applications and research outputs.

Student and academic data are well-managed by academic administration under the headship of Head of Faculty Administration, Ms Neeradevi Chinnah. Other operational committees, including Library, Health and Safety, and Marketing, meet quarterly, with ad hoc meetings when necessary. Committee minutes are presented at Faculty Board meetings for approval and discussion.

RESOURCE MANAGEMENT

FADA prioritises resource enhancement and preservation for optimal student learning and faculty research. Facilities like studios, workshops, and computer labs are carefully maintained to support academic programmes. Equipped with up-to-date technology, the FADA FabLab introduces undergraduates to digital design thinking, aids postgraduates in refining digital design methods, and fosters a dynamic learning environment for innovation and transdisciplinary collaboration.

The valuable UJ Art Collection is meticulously managed. However, challenges such as inadequate storage facilities and ongoing leaks in the gallery roof pose risks, requiring urgent attention to prevent irreversible damage. Arts and Culture also manages various UJ campus facilities, including the UJ Arts Centre, UJ Art Gallery, Experimental Theatre, and Bunting Theatre.

SOCIETAL IMPACT AND SUSTAINABILITY

FADA prioritises social responsibility and environmental sustainability, embedding these values into teaching, operations, and public engagement. The Faculty promotes paperless meetings, provides recycling stations for paper, glass, and tin, and encourages staff to reduce electricity and water consumption. Aligned with the UN Sustainable Development Goals (SDGs), during 2024, FADA integrated sustainability into teaching, learning and community engagement in the following projects.



Fashion Design contributed to SDG 12 (Responsible Consumption and Production) through sustainability-focused community projects. The 'Sustain Her' initiative, in partnership with NGO Love Our City, repurposes fabric and clothing into reusable menstrual pads, addressing period poverty. The Advanced Diploma programme collaborates with Fashion+ on 'ClothesToGood,' a non-profit that recycles, downcycles, and upcycles old clothing, supporting employment for people with disabilities and producing materials for early childhood development.

Multimedia students engaged in transformative community partnerships that integrate digital innovation. The 'Green Documentary Project' in Eldorado Park, led by Dr Lee-Ann Modley from the Department of Geography, Environmental Management, and Energy Studies, aligns with multiple SDGs by incorporating digital storytelling into sustainability education.

Architecture students contributed to SDG 11 (Sustainable Cities and Communities) through a community pilot project at Marlboro Station, Gauteng. Their work explored inclusive urban models to enhance climate resilience, reduce river pollution, mitigate urban heat, and improve housing accessibility. Six UJ teams submitted projects to the C40 Competition, with one team winning and their proposal now under consideration for implementation by the City of Johannesburg.

Visual Art honours students collaborated with Bekezele Creche and the African Reclaimers Organisation (ARO) in Johannesburg, contributing to SDG 12 (Responsible Consumption and Production). Master's student, Wilma Mutize, researched recycling and waste reclamation for community upliftment, strengthening ARO's sustainability efforts. Her work led to the ARO Street Parade in Brixton, attended by over 500 people. She placed third in UJ's Community Engagement Service Excellence Awards, and her project is now part of a funded three-year UJ-ARO partnership.

Demonstrating a commitment to social responsibility, Fashion Design partnered with the Deputy Chief Education Specialist for FET of Design and Visual Arts at the Gauteng Department of Education to organise a teacher training workshop as part of the 30 Years of Democracy celebrations. Academic staff and students facilitated workshops on fashion skills, design, and upcycling, supporting SDG 4 (Quality Education). Teachers gained practical skills to pass on to learners, equipping them with marketable knowledge to alleviate poverty.

FINANCIAL MANAGEMENT

The Faculty's total budget for 2024 was R107 322 562.16. The actual expenditure was R96 229 665.17. The significant savings of R11 092 897 were driven primarily by lower-than-expected personnel costs, savings in the restricted budget, and operational expense reductions. These figures demonstrate the Faculty's effective management of its financial resources, with substantial savings across various categories. The insights gained from this year's financial activities will inform future budgeting and financial planning to support the Faculty's ongoing success and development.

Fundraising initiatives

In 2024, the Faculty secured a total of R7 390 126.30 in funding. Of this, R4 058 391.30 was allocated to research, with the majority (R3.6 million) sourced nationally from NRF, DHET, and others. An additional R392 224 came from international sources, including in-kind support from international partners for travel and other initiatives. Arts and Culture secured R3 260 200, including R2 755 200 from the CATHSSETA for internship support and student bursaries. The Dean's Concert raised R71 535 to provide ad hoc financial support to students in good academic standing who are in financial need.

THE WAY AHEAD

In 2025, the Executive Dean, Prof Federico Freschi, will continue promoting strategies to advance FADA's stature and align with the UJ Strategic Plan 2035. Focused on fostering a culture of active participation among all staff members in advancing the University's strategic vision and mission, the Faculty's strategy will emphasise improved communication, collaboration and collegiality, with the goal of nurturing a shared sense of ownership and responsibility. By promoting diversity, minimising staff turnover, facilitating professional and academic development, and homogenising workloads, we aim to create an environment conducive to growth and success.



The Faculty Research Strategy initiated last year to reinvigorate research productivity, promote creative work and establish a sustainable culture of academic inquiry, will be fully implemented and accelerated. Following the '3P' principle of research productivity (one in the pipeline, one in production, one in press) and drawing on the expertise of Faculty Research Champions, this strategy supports staff members at every stage of the research process. Our objective is to ensure that all academics are research active and productive.

The Faculty Teaching and Learning Strategy launched last year will continue to address key performance indicators related to student success, throughput, and on-time completion. Led by the Executive Dean, the Vice-Dean: Teaching and Learning, and heads of departments, this strategy adopts a hands-on, data-driven approach to pre-emptively identify and mitigate risks for students, modules, and programmes. By fostering a culture of ownership and accountability among academic staff and department heads, we aim to proactively support student achievement and programme effectiveness.

Furthermore, efforts will be made to actively promote the Faculty within the local community, region, and beyond. Key initiatives include leveraging opportunities presented by the 20th anniversary of the University of Johannesburg and the annual Dean's Concert and utilising the many events hosted by and at the Faculty to enhance FADA's credibility and visibility. In 2025, we will also introduce several short learning programmes aimed at both promoting the Faculty to a wider constituency and increasing third-stream income.



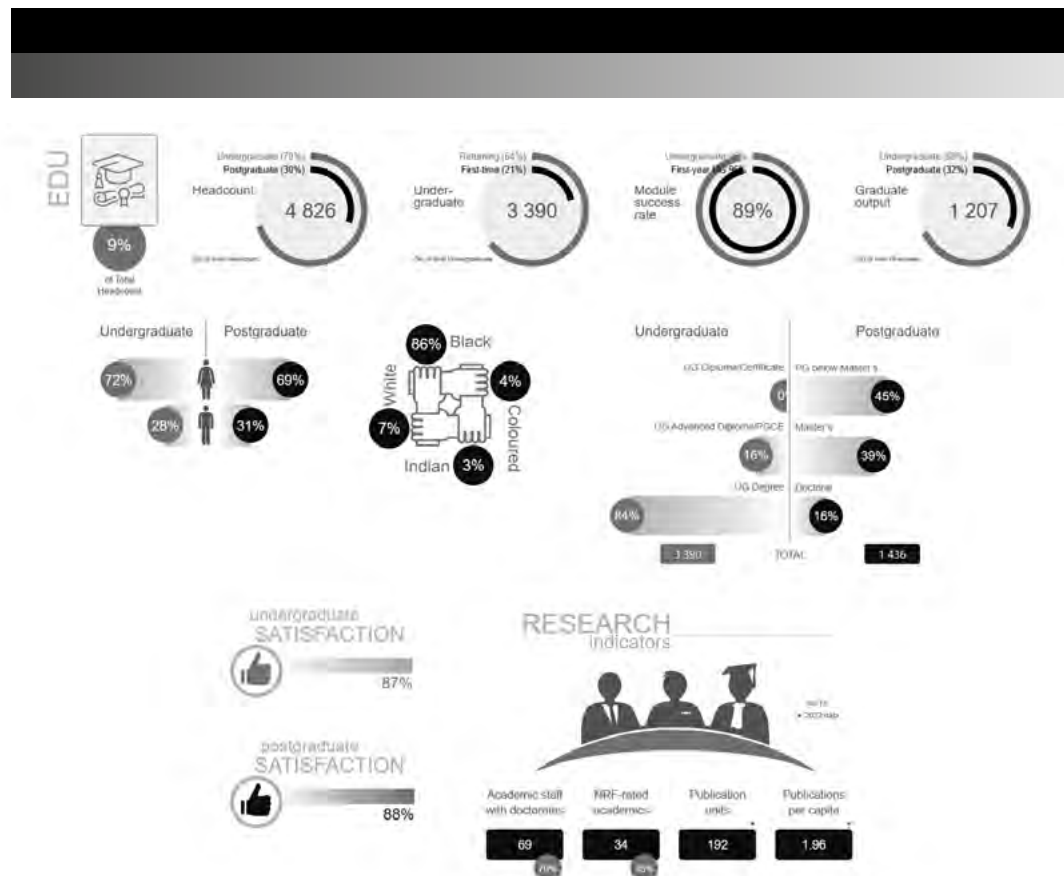
Federico Freschi (Prof)

Executive Dean:

Faculty of Art, Design and Architecture



Faculty of Education



INTRODUCTION

The Faculty of Education is pleased to present the 2024 Annual Report. The Faculty's work is centred on a strategic aim: To lead the transformation of education practice and its research for social justice in South Africa. While the Faculty celebrates its role as a producer of education knowledge for the 21st century to the global community, we preface this by meeting local needs in education and making an impact in local communities and in the broader South African society. In line with the UJ strategic aims, the Faculty seeks to prepare young teachers, educational practitioners and researchers for a fast-changing and unpredictable world, while ensuring that they make an impact on their communities.



To realise these goals, the Faculty's academic programmes range from those at preservice teacher education level to postgraduate qualifications at the doctoral level (NQF 10). These programmes are augmented by several continuing education programmes (CEPs) in which the primary focus is developing the competencies of practising teachers and Department of Education officials.

The academic programmes operate on the Soweto Campus (SWC) and the Auckland Park Kingsway Campus (APK). Three academic departments, namely Educational Psychology, Education Leadership, and Management and Childhood Education, and two NRF (SARChI) Chairs, namely the Chair in Education and Care in Childhood, and the Chair in Integrated Studies of Learning Language, Science and Mathematics for the Primary School, are situated on SWC. The Department of Childhood Education (DCE) offers Bachelor of Education (BEd) foundation phase (FP) and intermediate phase (IP) qualifications in conjunction with the Funda UJabule teaching school (FUJS). The FUJS is also an education laboratory and incubator for educational innovations. The Centre for African Languages Teaching (CALT@UJ), in the Department of Childhood Education, enables the education and development of teachers who teach African languages in the FP and IP of schooling.

Two departments straddle both campuses. On SWC, the Department of Educational Psychology staff offer courses in the IP and FP programmes on child development. A sought-after postgraduate programme is the Master's in Educational Psychology. Within the Department, the Centre for Neurodiversity has established itself as a leading producer of research and training for parents, schoolteachers and departmental officials in this underserved area. The Department of Education Leadership and Management is best known for its in-service professional development programmes through its advanced diploma courses. The Department also offers online honours and master's qualifications in carousel mode, which are popular with school leaders (heads of departments, deputy principals and principals). Although the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, they also service the secondary school teacher education programmes on the APK Campus.

Two departments are situated on APK Campus, namely Education and Curriculum Studies, and Mathematics, Science and Technology Education. Both the NRF Chair in Teaching and Learning in Post-school Education and Training and the Ali Mazrui Centre for Higher Education Studies housed on the APK Campus and at the JBS, respectively, focus on higher education as a field of study. The Centre for Education Rights and Transformation (CERT) and the National Research Foundation (SARChI) Chair in Community, Adult and Worker Education (CAWE) are housed in the research village on APB Campus.

STAFF

In 2024, the Faculty of Education had 89 full-time permanent academic staff members, of whom 70,79% (n=63) hold doctoral degrees; they were supported by 22 administration and support staff. The levels of appointment of academic staff were as follows: 14 assistant lecturers (13%), 25 lecturers (26%), 14 senior lecturers (11%), 19 associate professors (19%), and 13 professors (10%).

The equity profile for academic staff is outlined in Table xx and reflects steady growth in the international staff complement. The gender profile in 2024 was male 39% (n=35) and female 61% (n=54). In terms of administrative and support staff, there were 77% (n=17) designated and 33% (n=5) non-designated. The gender profile in 2024 was male 31% (n=7) and female 69% (n=15). The academic leadership group (n=9) comprised eight designated and one non-designated members of staff, eight females and one male.

Table 28: Employment equity profile of academic staff (2020-2024)

| EQUITY LEVELS | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------------------|------|------|------|------|------|
| Non-designated groups | 17 | 17 | 18 | 16 | 15 |
| Designated groups | 63 | 61 | 62 | 64 | 62 |
| International black | 10 | 10 | 10 | 15 | 12 |

The Faculty hosts 14 assistant lecturers. Since the inception of the AL programme at UJ, several participants have been absorbed into the permanent staff complement in the Faculty as new posts become available through resignations or retirement.



Staff development

Training and development for staff are important components of ensuring that they are capacitated for the newest technological innovations, and of helping staff become familiar with the UJ Strategic Plan 2035 and the new values (impact, innovation, inclusivity and integrity).

Academic and administrative staff had access to both UJ-led and faculty-initiated development opportunities. One focus was on writing for publication, and several writing retreats were held in the various entities, funded either internally through UJ grants or externally via research funding. Staff also made use of AAMP funding and training opportunities to advance their skills set, key of which were the academic promotion bootcamps, which benefitted several female staff members who successfully applied for promotion in 2024.

Many staff also attended the UJ masterclasses and CAT workshops. In addition, several faculty-level workshops focused on improving assessment within the academic programmes, particularly at UG level. The introduction of compulsory ethics training and certification for staff and students in the Faculty before submission of ethics applications has helped bring greater awareness about the myriad ethical issues to be considered in social science research. Several information sessions were held with staff to refamiliarise them with policies and guidelines related to academic regulations, assessment, teaching and learning, learning resources, continuous assessment, work-integrated learning, resource management in Moodle, and workload allocation. Six staff from the Faculty of Education, Profs Luneta, Naicker, Mavuru, Divala, Dwarika and Dr Van der Merwe were trained in an international doctoral supervision development programme, involving 12 African universities, which programme was concluded in collaboration with the University of Namibia (UNAM), and the International University of Management (IUM). Profs Naicker, Mavuru and Luneta took on the roles of trainers in 2024.

In 2024, several faculty members participated in key professional development initiatives. Prof Mlamuli Hlatshwayo joined the Future Professors Programme. Prof Dasoo and Dr Agumba successfully completed UJ leadership programmes.

NRF-rated researchers

The Faculty's number of NRF-rated researchers numbered 28 in 2024:

- Y-rated (> 40 years old researchers with potential to establish themselves): Dr Bailey and Prof Carolin.
- C-rated (established researchers): Profs Ankiewicz, Gravett, Henning, Kajee, Yu, Luneta, Mestry, Myburgh, Motala, Ndlovu, Ndofirepi, Petersen, Pillay, du Plessis, Sefotho, Woldegiorgis, Van der Westhuizen and Dr Moorosi.
- B-rated (internationally acclaimed researchers): Prof Chisholm, Prof Ramnarain. In this category, the Faculty's distinguished visiting professors (DVPs) are also included, namely Profs Lavonen, McNaught and Mpofu.
- A-rated researchers (leading international researchers): Two DVPs, Profs Hallinger and Onwuegbuzie, are included here.

Recognitions and awards

In 2024, the Faculty of Education staff and its associates achieved significant milestones in research, teaching excellence, and academic recognition. External recognition includes Prof Ramnarain's NRF Champion of Transformation Award, Dr Bailey's receipt of the Emerging Researcher Award from the Educational Association of South Africa, and the honouring of distinguished visiting professor, Prof Onwuegbuzie, at the NRF's 25-year Celebratory Awards. The Faculty further strengthened its leadership roles in the education sphere, with Prof Motala being elected to the Academy of Science of South Africa (ASSAf) Council. From AMCHES, Prof Hlatshwayo was appointed to the Council on Higher Education's Research, Monitoring, and Advice Committee. Prof Lewin was appointed to several prestigious roles, among them, as a board member of JET Education.

In addition, internal to UJ, Prof Lautenbach was honoured with the Vice-Chancellor's Award for Teaching Excellence, and Dr Agumba received the Most Promising Young Teacher of the Year Award, while two of the Faculty's research associates were globally recognised for their research impact. Our scientists also featured on global research rankings.

Students within the Faculty were also celebrated. Doctoral student, Ms Khasu, won first place in the Institutional 3MT Thesis Competition at UJ and the People's Choice Award at the 2024 Universitas 21 International Three



Minute Thesis (3MT) Competition. Peter Maphalla was named the Best Student in the Faculty of Science, and Sandra Wijtenburg, a fourth-year intermediate-phase student, achieved multiple accolades in athletics.

There were several staff promotions: Drs McCarthy and Mabaso were promoted to the level of senior lecturer. Drs Zvisinei, Naicker, Naidoo, Sadi, Dasoo, Naidoo and Penn, all black females, were promoted to the level of associate professor. Associate Professors Lautenbach, Sefotho, Spangenberg, Ramaila, and Woldegiorgis were promoted to full professor.

TEACHING AND LEARNING

Enrolment and student profile

The headcount enrolment per qualification type in the Faculty for the period 2020-2024 increased, with a headcount enrolment of 4 788. The breakdown is in Table 29.

Table 29: Enrolment per qualification type over the period 2020 to 2024

| QUALIFICATION TYPE | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|--------------|--------------|--------------|--------------|--------------|
| Advanced Diploma in Education | 140 | 95 | 71 | 369 | 385 |
| Bachelor of Education (BEd) degree | 2 737 | 2 722 | 2 631 | 2 719 | 2 843 |
| Postgraduate Certificate in Education | 220 | 412 | 612 | 327 | 172 |
| Postgraduate Diploma in Education | 80 | 103 | 107 | 116 | 100 |
| Bachelor of Education Honours degree | 373 | 538 | 458 | 555 | 548 |
| Master's degree | 596 | 585 | 573 | 506 | 562 |
| Doctoral degree | 148 | 154 | 179 | 196 | 226 |
| TOTAL | 4 294 | 4 609 | 4 638 | 4 788 | 4 836 |

Total enrolments in the initial teacher education (ITE) programmes, namely the BEd and the PGCE, were 3 015. The PGCE did not gain as much traction with 2024 enrolments, but the Faculty increased the advanced diploma enrolments to cover the planned shortfall on the PGCE. The advanced diploma headcount enrolments also fluctuated over the period 2020-2023 due to special contracts via provincial education departments. The number of postgraduate (PG) students has steadily increased over the last five years from 1 197 in 2020 to 1 436 in 2024.

Undergraduate and postgraduate output

The academic performance of students was generally satisfactory at undergraduate (UG) degree levels. The Advanced Diploma category (which includes the PGCE) also performed well. Output in postgraduate (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 2024. The Vice-Dean: Teaching and Learning (Prof Batchelor), a lecturer from SWC (Mr Baloyi), and one from APK (Dr Agumba), with the assistance of four tutors and 19 volunteer peer mentors, continued to engage first years throughout the year, focusing on issues they struggled with during their transition to higher education. These ranged from finding good friends, dealing with pressures from home, caring for yourself and your finances, preparing for assessments and exams, and planning your time. 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.

Orange Carpet recruitment and conversion to UJenius members

In 2024, five students were featured on the UJenius list, and 268 Orange Carpet students were registered. During the Dean's welcome to first years in the Sanlam Auditorium, the Orange Carpet students were



congratulated on their excellent results and encouraged to work towards UJenius status. Key now is ensuring that Orange Carpet students are supported to retain the academic scores required to transition into becoming UJenius students. In the latter part of the year, the Dean had a tea with 2024 UJenius students to listen to their experiences and encourage their continued journey in academic excellence. One final-year student was encouraged to pursue Honours studies in Childhood Education and will be employed as a beginner teacher at the Funda UJabule School to assist with student teacher mentoring and support.

Programmes

All initial teacher education programmes (ITE) programmes are offered across academic departments with oversight and coordination provided by the Vice-Dean: Teaching and Learning, and the chairs of the quality committees (focus groups). Quality committees report to the Faculty's Teaching and Learning Committee and in turn to Faculty Board. In the high school teacher education programmes, subject specialisations (majors) are offered by the Faculties of Science, Health Sciences, Humanities, and the College of Business and Economics.

The Faculty continues to use the teaching school, Funda UJabule, and the Centre for Neurodiversity (CND) on the Soweto Campus to drive practice-based teacher education and to impact the community in underserved areas. The establishment of the Fathers of Children with Neurodiversity (FCN) brought much needed emotional and academic support, and a weekend retreat with 17 fathers was undertaken on the UJ Island from 25 to 27 October. The Department of Educational Psychology and the CND take part in monthly radio talks with UJFM and UJTV to educate the public about neurodiversity and the support that can be accessed.

As part of developing the requisite graduate attributes, the Master's in Educational Psychology students offer psycho-educational assessments, therapy and support to the Empilweni Clinic, the Raheema Moosa Mother and Child Clinic, the Carl Sithole Children's Home and Gauteng Education Department schools.

The innovative School-Based Student Teacher (SBST) Programme for the FP, which operates in collaboration with a few partner schools, had the first 10 students completing their studies in 2024, and these students will be graduating in March 2025.

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 Faculty activities and research, all of which contributed to the graduate attributes desirable for teachers and educational practitioners and leaders. The Faculty recorded more than 60 initiatives and programmes to infuse decolonisation and the SDGs (the latter which are reported on later in this summary) while also promoting the integration of 4IR within UG and PG qualifications and in the research activities. For example, a successful Collaborative Online International Learning (COIL) initiative joined students from South Africa and Sweden in the master's programme, Future Trends module. The aim was to integrate sustainability consciousness, and sustainability praxis was achieved in the form of digital artifacts that were created and shared in a film festival by students from both countries (see link: https://360pro.co.za/university_of_johannesburg/UJ-SASO)

Continuing Education Programmes (CEPs)

The EDU has 53 approved CEPs of which 15 are listed as active on the academic structure. Some are activated for offer as funding becomes available. In 2024, four of the 53 CEPs were offered to 337 students. Through these programmes, EDU contributes to the disciplinary field and generates third-stream income.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs – publications

The Faculty of Education's research output continues to grow each year with a submission of 351.82 research output units against a target of 248. The distribution is indicated in Table 30.

Impact

The impact of the Faculty's research and innovation is evident, firstly in an increase to 94,1% of articles published in international journals, with 37% focusing on 4IR. Most publications also addressed SDG 4 (Quality Education) and SDG 3 (Global Health and Well-being).



Table 30: Research output 2020-2024

| RESEARCH | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------|---------------|---------------|---------------|---------------|---------------|
| Journals | 150.67 | 143.22 | 177.51 | 255.43 | 318.87 |
| Proceedings | 12.92 | 17.86 | 13.01 | 13.37 | 12.68 |
| Chapters | 25.94 | 48.4 | 34.46 | 45.56 | 15.06 |
| Books | 2 | 15 | 7 | 10.25 | 5.21 |
| TOTAL | 191.53 | 224.48 | 231.98 | 324.61 | 351.82 |

PDRFs

The number of PDRFs has grown to 52 with a concomitant increase in the number of supervisors. The PDRF cohort contributed 43% of the accredited research output units in the Faculty.

Research structures

The four SARChI Research Chairs and two standalone research centres extended their research projects, foci and collaborations in 2024. Two research centres have been integrated into academic departments, namely the Centre for Advanced Learning Technologies in Science Technology, Engineering, Arts and Mathematics (CALSTEAM) and the Centre for Neurodiversity (CND).

The SARChI Chair in Education and Care in Childhood (Prof Pillay) works very closely with the National Department of Basic Education. Areas of focus are on addressing mental health, substance use, and support programmes that are culturally relevant. Prof Pillay was awarded a certificate of recognition from the Psychological Society of South Africa (PsySSA) and was appointed as President Elect of the same organisation.

The work of the NRF SARChI Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Prof Henning) furthers understanding of reading and mathematics learning in the early grades, coupled with advances in understanding the science and the art of pedagogy, as well as the role of neuroscience in promoting teaching and support of primary school learners. The Chair also hosts the Scopus-listed and ESCI (WoS) listed *South African Journal of Childhood Education*, which has an impact factor of 0.9.

Prof Shireen Motala is the NRF Research Chair in Teaching and Learning, with a specific focus on post-school education and training. Prof Motala was also the recipient of a visiting scholar mobility grant (the Connect Fellowship) to the Indigenous and Transcultural Research Centre at the University of the Sunshine Coast in Australia. The NRF evaluation of the Chair resulted in an extension for another five years.

The DHET-DSTI/NRF SARChI Chair in Community, Adult and Worker Education (CAWE) (Prof Vally) has been renewed for an additional five years and upgraded to Tier 1, reflecting the significant impact of its work in advancing community-based education, lifelong learning, and workers' education. Together with the Centre for Education Rights and Transformation, the Chair also hosts the Scopus-listed, DHET-accredited journal, *Education as Change*. The Chair is also on the editorial boards of five other academic journals, his h-index score reached 30 and he gave 11 keynote addresses in 2024.

The Centre for Education Rights and Transformation, under the leadership of Prof Bam-Hutchinson, has four interdisciplinary 'niche' research focus areas: labour organisation, decolonising community education and worker education; decolonisation in African education; indigenous knowledge systems; and the problematisation of indigenous identity politics in Africa and feminist and indigenous historiographies, public epistemologies, archival studies, heritage, museum curation, teaching as reflective practice and digital architectures. CERT established a partnership with the African Lefthanders Foundation and hosted a successful international Harmony of Hands Indaba & Festival in Heritage Month, in the Chinua Achebe Library Auditorium (<https://youtu.be/3gJyLJdYv5M>) on 17 September 2024.

The Ali Mazrui Centre for Higher Education Studies (AMCHES) under the leadership of Prof Woldegiorgis, is a Pan-African research centre dedicated to higher education research in Africa. The Centre is deeply engaged



in decolonial and social justice research projects, contributing to policy debates, knowledge production, and institutional change. One of the Centre's major initiatives is the Higher Education Transformation in Africa Project, launched in 2023 and concluded in 2024.

Research funding

Research funding amounted to R11 213 264.19, exceeding its target. The bulk of the funding was from the National Research Foundation.

SoTL contributions/publications and initiatives

The Faculty of Education works with an understanding of teaching and learning in higher education as a scholarly activity drawing from the work of Boyer (1990). As such, we understand the Scholarship of Teaching and Learning (SoTL) to be a systematic process of investigating a teaching/learning issue by a higher education teacher, the results of which are then shared for review and dissemination and possible change/action in the higher education classroom. The Faculty continues to lead the way in the scholarship of teaching and learning (SoTL) with 56% (197.94 ROUs) of its submissions focusing on SoTL.

PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

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

The Faculty of Education continued to expand on its network of collaborators nationally and internationally, with several undertaking research and training visits to the Faculty during 2024. The details are provided in the expanded Faculty report.

Community engagement projects and disciplinary specific community engagement

Community engagement (CE) and service learning (SL) continue as particular strengths of the Faculty, with SL infused into the curriculum extensively at UG level. Prominent examples include activities contributing to the Department of Environmental Affairs Youth Environmental Service (YES) programme in Gauteng province. The Centre for Neurodiversity and UJFM hosted nine talks from July to December, addressing a range of topics with the VC, Prof Mpedi, contributing to one of the symposiums, 'Addressing Fathers of Children with Neurodevelopmental Needs'.

In terms of engagement with discipline-specific communities, staff in the Faculty continue to stay involved. Within specific departments, there were several community engagement projects, including a gardening project, gallery walk, and sports day, father and son walk, and Arbor Day programme with the Centre for Ecological Intelligence at FUJS. CALT@UJ was involved in a Sesotho and IsiZulu Reading Project (SIRP) in designing modules on the teaching of literacy for South African universities. Creative Coding for Teachers was a free programme offered to in-service teachers. And lastly, in collaboration with the NGO, Women of Vision, the Faculty initiated the LIVE, LOVE, AND SPARKLE project, with the goal of restoring dignity and respect to vulnerable seniors in our community, through donations of toiletries, teatime treats, clothing and blankets. The Faculty also formed a new partnership with Ms Sizwe Nxasana, CEO and founder of Sifiso Learning Group, to support it as a school of specialisation.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

The Faculty of Education celebrated outstanding achievements by alumni and faculty members in 2024. Maserole Mojela, a UJ alumnus and educator, won the Excellence in Teaching Natural Sciences Award at the National Teaching Awards, winning a Renault Kwid. Mr Innocent Gaza placed first in the Tshwane South Cluster and third provincially in the National Teaching Awards for Natural Science teaching. Alumnus, Mr Adil Shaik Mungalee, was honoured by the Department of Basic Education as the Best Teacher Award recipient. A Master's student in Education Leadership and Management, was recognised as a 'community champion' for his food security. Ms Bafentse Belinda Mabasa, a Faculty of Education alumnus, was named one of the Mail & Guardian 200 Young South Africans (Education Category) for her contributions to innovative teaching methodologies and her Boy Child Literacy Project.



TRANSFORMATION

Transformation initiatives were largely tied to celebrations of 30 Years of Democracy in South Africa. Key events included seminars on Humanising Performance Management in the 4IR Era, focusing on empathetic leadership, and an International Women's Day event, which celebrated women's contributions and awarded scholarships through the ENTisika Foundation. The Faculty's celebration of transformation also filtered through to the choice of theme for the annual UJ Staff Day 2024: 'Walking with Legends: Celebrating 30 Years of Democracy in South Africa through the Lens of Higher Education'. Honouring the youth of 16 June 1976, the Faculty staff used the movie *Sarafina* as inspiration for their décor, attire, music, and stage performances on the day earning the Faculty the UJ Transformation Unit's Best Theme Expression award.

FACULTY GOVERNANCE AND RISK MANAGEMENT

The Faculty of Education Leadership and Management Committee (FELMC) consists of the executive dean, vice-deans, heads of departments (HODs) and head of faculty administration. The primary purpose of the FELMC is to provide leadership and management in execution of the Faculty's strategic intent and values, as well as to oversee quality assurance measures. In addition, the following committees were functional in 2024: Research Ethics Committee, Research Committee, Research Finance Committee, Higher Degrees Committee, and Transformation Committee. Dr Suraiya Naicker continued taking leadership as the Faculty Champion in the UJ Compliance Office rollout.

RESOURCE MANAGEMENT

Human resource management as well as the management of other resources, such as equipment necessary for the academic and research enterprise, is an important component of the Faculty's strategic plans. In 2024, the Faculty experienced considerable staff mobility due to resignations, in both the academic and administration domains. Staff training and mentoring were prioritised, with all new academics being paired with an academic 'buddy' to help them settle and find their feet. To ensure business continuity in academic matters, all departments and committees have a deputy chairperson, which is a measure to also address, in a hands-on fashion, leadership training for succession and to enable sufficient coverage of all elements of the academic project.

SOCIETAL IMPACT AND SUSTAINABILITY

The Faculty contributed significantly to the following sustainability development goals (SDGs) in its teaching, research and community engagement activities. Of the 17 SDG goals, eight relate specifically to child well-being (UNICEF, 2013) and education, namely: reducing poverty (SDG 1), eliminating hunger (SDG 2), promoting better physical and mental health outcomes (SDG 3), quality basic education for children (SDG 4), gender equality (SDG 5), creating opportunities for girls, reducing inequalities (SDG 10), climate action (SDG 13), and peace, justice and strong institutions (SDG 16).

For example, in the research domain, staff focused on child and youth well-being and improving educational outcomes. The work in this domain is strongly collaborative with global partnerships, including the USA, UK, Canada, Switzerland, Kenya, Zimbabwe, and Nigeria. Building strong institutions (SDG 16) is essential for promoting the well-being of young people.

Combining teaching and research at the UG and PG levels includes programmes and initiatives that address climate change action, the development of food gardens and ensuring gender equality in scarce skills areas like mathematics and science. The Tshwane School Gardens Project is one such endeavour where school principals are oriented on AI technology integration for school gardening operations. A particular highlight is a collaboration with colleagues from the Faculties of Education, Engineering and the Built Environment, Law, Science and Humanities on a gamification project for the creation of sustainable schools.

FINANCIAL MANAGEMENT

In 2024, Faculty leadership worked closely with the Finance Portfolio to streamline the appropriate approvers for cost centres, to rationalise the number of cost centres and to institute a system of covering memoranda



in order to create a type of informal audit trail for approvals that would eliminate the need for multiple emails between the financial business partner and the requester. In addition, Faculty leadership and the finance business partners set up a monthly meeting with a shared TEAMS folder to review the Faculty's tracking sheets for funding applications, funding received and to distinguish between grants for research and those for training and development for capturing and reporting. The Faculty manages its operational budget carefully with presentations by the finance business partner at the monthly management meetings to ensure appropriate spend against approved line items and to use the budget in line with UJ guidelines.

Sustainability is an important part of finance planning, and several measures were implemented in 2024. The detail is in the expanded annual report.

Fundraising activities

In addition to continuing education programmes (CEPs), including short learning programmes (SLPs), the Faculty is also exploring the pursuit of consulting work in the form of contracts with educational partners. A current example is the DBE Assessment Project with a tri-party agreement between the DBE, UJ Faculty of Education and the ETDP SETA. The brief is to use the expertise within the Faculty of Education to develop an online training programme to provide a comprehensive and standardised training experience that prepares teachers with the knowledge and skills necessary to maintain the integrity and security in the national examinations.

The Vice-Dean: Teaching and Learning and the WIL coordinator were also instrumental in responding to funding calls, and their efforts enabled 51 non-funded students to receive a R6 000 stipend from the ETDP SETA to support them for costs incurred during the seven-week WIL period. The stipend could be used for travel, professional clothing and other related expenses.

Challenges

Staffing challenges remain in both the academic and support staff domains. Planning for the replacement of staff who have resigned or retired, particularly those at senior levels and in some disciplinary areas, is proving difficult. In the academic administration domain, several resignations, mostly because of the lack of internal promotion pathways in the Faculty, have resulted in staff movement and impacted business continuity in the domain.

THE WAY AHEAD

The Faculty's drive to use a data-driven approach to improvement and strategic goal setting continues to yield satisfactory results. In this respect, improving administrative processes and procedures and student care and support to enable increased UG and PG student throughput remains high on our agenda. In addition, we will continue to promote compliance with UJ financial policies and frameworks.

The Faculty has set the goals of improving UG student success and satisfaction as a primary focus in 2025, and monitoring of quality teacher and learning activities and assessment activities is pivotal to achieving this.

The Faculty of Education has considerably exceeded its projected research output targets and is also increasing its external research grant-making. There were numerous successes in making research digestible for a wider audience through seminars, webinars, public lectures, radio and television appearances and op-eds – we would like to expand on the very successful series of talks on UJFM via the CNDD@UJ.

We have also been increasing our Pan-African collaborations, especially with HEIs in the SADC region and with partners in the U21 network, work which will extend to including more countries in the Global South. As education is an applied science, the Faculty puts a strong emphasis on funding to support training and development, and on bursary income for students. The Faculty has enjoyed considerable success in this area – we are looking forward to generating income through these streams to contribute optimally to the UJ strategic goal of societal impact and to contribute to the UJ digital platform in 2025 and beyond.

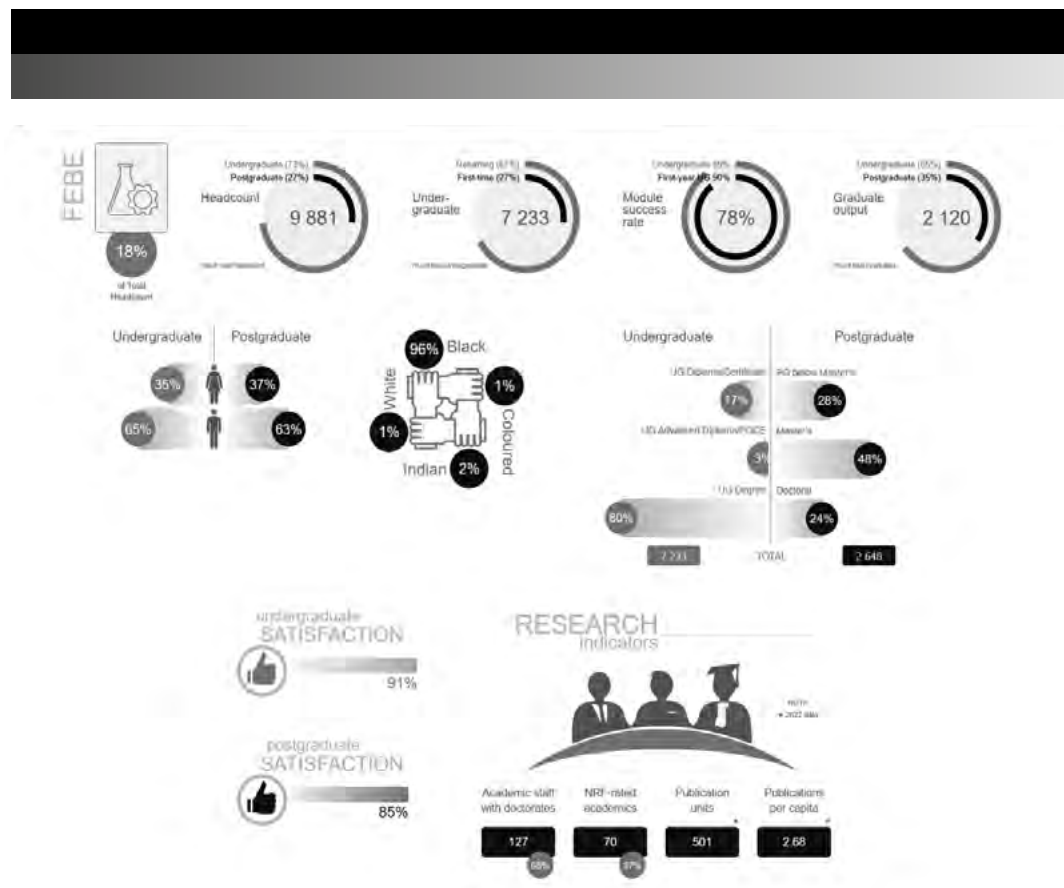


Nadene Petersen (Prof)

Executive Dean:
Faculty of Education



Faculty of Engineering and the Built Environment



INTRODUCTION

The Faculty of Engineering and the Built Environment (FEBE) is the largest Science, Engineering and Technology (SET) faculty at the University of Johannesburg. FEBE's total student headcount for 2024 rose to 9 881, an increase from 9 765 in 2023.

Despite large undergraduate student numbers, FEBE's quality-driven teaching and learning practices are evidenced by high module success rates (78%) and an increase in graduate outputs, totalling 2 120, for the 2024 academic year. In 2024, FEBE maintained a 73% undergraduate and 27% postgraduate split, with a 1% increase noted in the undergraduate headcount enrolments from 2023.

The Faculty has improved in areas of staff development and student satisfaction. FEBE staff with doctorates have increased to 68%, from 61% in 2023. The Faculty's student satisfaction rates again remain high, at 91%



for undergraduate and 85% for postgraduate respondents. The continuous drive towards excellence and the positive feedback via satisfaction surveys are testament to the Faculty's commitment towards holistically growing and developing both staff and students.

FEBE has continuously endeavoured to contribute towards the strategic objectives of the University. FEBE's excellence in teaching, learning and research has expanded beyond the classroom, directly reaching and uplifting South African communities. The Faculty proudly runs several key projects that directly elevate the lives of South Africans, using engineering as a catalyst for innovation, which impacts and drives social change and development. In this way, FEBE's contribution towards the strategic objectives of the University of Johannesburg is evident in various South African communities, schools, and industry.

STAFF

Recruitment of engineering and the built environment staff still proves quite challenging, with engineering being regarded a scarce skill. Consistent efforts are continuously made to attract and retain suitable academic staff, despite the competition with peer institutions and industry-related salaries.

The Faculty has maintained a certain level of consistency, in that the academic staff complement has remained stable at 181 permanent academic staff members, a small decline from 184 in 2023. To support faculty staff and students, the Faculty also has 38 support staff and 54 technical staff members. Technical support staff prove critical in the daily functioning and operations of laboratories, supporting student practical work. For this reason, adequate technical resourcing is encouraged and prescribed by FEBE's five professional bodies.

Table 31: Academic staff equity profile by race (HRIS as at 31 December 2024)

| CATEGORY | BLACK | WHITE | FOREIGN NATIONAL AFRICA | FOREIGN NATIONAL OTHER | FOREIGN NATIONAL TOTAL | TOTAL |
|------------------------------------|-------|-------|-------------------------------|------------------------------|------------------------------|------------|
| 2024 Academic staff | 147 | 34 | 47 | 12 | 59 | 181 |

As a result of its persisting efforts to strongly encourage and develop staff, FEBE has now increased the total number of academic staff who hold doctoral qualifications. This number has risen from 117 in 2023 to 127 (68%) in 2024. In addition, FEBE boasts 70 staff members who are NRF-rated.

Table 32: NRF-rated academic staff (2019-2024)

| YEAR | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|------------------|------|------|------|------|------|------|
| NRF-rated | 41 | 47 | 49 | 53 | 57 | 70 |

FEBE's commitment towards the development of staff extends also to the drive for the professional registration of academic staff, which is in line with the implementation of the Identification of Engineering Work Regulation, as gazetted in March 2021. Engineering education, being a form of engineering work, seeks to further professionalise teaching and lecturing of the engineering discipline. As such, this Regulation calls for all academic teaching modules that assess engineering graduate attributes to be professionally registered with the Engineering Council of South Africa (ECSA). Faculty workshops and training sessions have supported, monitored and driven the pathway towards increased professional registration.

FEBE's staff have continued to acquire substantial accolades, both locally and abroad. The Faculty continues to inspire future generations to continue the trend of excellence and achievement. As an example, 26-year-old Zandile Moruthanyane (research coordinator, Centre for Ecological Intelligence), was recognised by the *Mail & Guardian Top 200 Young South Africans*, in the Education category.

The 2024 academic year again saw several FEBE professorial inaugurations take place. This, together with the increased number of academics with doctoral qualifications, is testament to the personal calibre and academic potential of FEBE staff.



TEACHING AND LEARNING

FEBE has aimed to maintain a stable enrolment profile that enhances the quality of teaching and learning in the Faculty. Given the practical nature of several engineering and science module offerings, it has been critical that the Faculty maintain a stable undergraduate enrolment student population. However, given the growing demand, student numbers have increased gradually over the past five years, at both UG and PG levels.

Table 33: Undergraduate and postgraduate enrolment trends (2020-2024)

| FEBE HEADCOUNTS | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------------|--------------|--------------|--------------|--------------|--------------|
| Undergraduate | 6 894 | 6 875 | 6 900 | 7 187 | 7 213 |
| Postgraduate | 2 037 | 2 184 | 2 363 | 2 578 | 2 668 |
| GRAND TOTAL | 8 931 | 9 059 | 9 263 | 9 765 | 9 881 |

Despite this increased undergraduate student growth, the academic staff complement has remained static in recent years, and during the past year declined from 184 in 2023 to 181 at the end of 2024. This has undoubtedly challenged the teaching and learning endeavour.

It is therefore critical that all faculty vacancies and recruitment processes are monitored closely at the level of the Faculty Executive, and this remains a standing item on the Faculty's risk register, with monthly reporting and feedback provided by the Faculty's HCM business partner. Increased teaching loads and research commitments are mitigated at both a departmental and faculty level, and the Faculty has adopted innovative teaching methods to accommodate growing student numbers, such as shared laboratories and group work. The dedication, commitment, and adaptability of FEBE staff are evident in the excellence of teaching and learning and continuous exemplary research productivity, despite these continued concerns.

Student success initiatives are ongoing, with a greater Faculty focus on student throughput and student retention. As a result, graduates from our programmes have steadily increased in recent years. FEBE produced 2 120 graduates for the 2024 academic year, increasing from 1 987 graduates in 2023 and 1 930 in 2022.

Student success and support remains a key focus of the Faculty. Several student success and curriculum review sessions have taken place in the Faculty, identifying areas for improvement and further interrogation. Student success initiatives in FEBE include measures to improve completion in minimum time, and dropout rates and graduation rates where performance is below expected norms in the University and nationally. The undergraduate module success rate rose from 86% to 89%, and the first-time entering module success rate increased from 85% to 90%. This indicates that implemented measures have some impact.

However, improving student success rates in engineering and the built environment faculties around South Africa remains a challenge, and it is widely acknowledged that student success needs to be addressed, given the shortage of professional engineers and technologists in the country. National conversations around engineering curricula form part of the Integrated Engineering Curricula (IEC) project, which involves most engineering institutions in South Africa, which have identified student success as a key driver for change. FEBE has integrated the IEC project to assist with the development of a student success plan in the Faculty. FEBE has engaged closely with service departments to find bottlenecks and to address throughput hurdles. The Faculty's student success plan is currently being implemented, with initiatives to positively influence student success and identify possible future interventions. An action plan, which identifies action items, deadlines and required resources, is followed

Curriculum renewal forms a key component of FEBE's student success plan. Recurriculation reviews that interrogate module content overlap, credit overload and prerequisite requirements are currently under way. These initiatives aim to address student overload concerns, which impede their success.

A further example of the innovative teaching and learning in FEBE is the Sibanye Stillwater Simulacrum (a mining simulation) launched by the Department of Mining and Mine Surveying. This is used extensively in undergraduate practical exposure and project work.

The Faculty acknowledges that improving student success in FEBE is a long-term project that requires shifts in the teaching and learning culture of academic staff and students. Although it is possible to put remedial



interventions in place to boost student success in isolated pockets, the Faculty believes that more work is required to tackle the underlying root causes and produce sustainable impact on student success, lifelong learning and preparedness for the future world of work.

A large part of the teaching and learning portfolio involves the accreditation of professional engineering and the built environment programmes. These bodies include the Engineering Council of South Africa (ECSA), the South African Council for Planners (SACPLAN), the South African Geomatics Council (SAGC), the South African Council for Project and Construction Management Professions (SACPCMP), and the South African Council for the Quantity Surveying Profession (SACQSP). Most undergraduate programmes, together with some honours programmes, are affiliated with a professional body to facilitate professional registration of the FEBE graduates. This ensures higher employability prospects for the FEBE graduate. Professional body visits and accreditation have been proven to elevate the quality of FEBE's undergraduate programme offerings, confirming the academic integrity and global competitiveness of FEBE programmes.

In November 2024, FEBE's Department of Mining and Mine Surveying was visited by the South African Geomatics Council (SAGC). Verbal feedback received at the conclusion was positive, and the Faculty is confident of continued endorsement of the two Mine Surveying programmes, which facilitate the SAGC registration of professional mine surveyors in the country. Important to note is that FEBE is the only institution in the country offering professional programmes in mine surveying, a much-needed skill in the mining sector.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

FEBE's dedicated staff and the research-intensive ethos of the Faculty have continued to successfully promote and attain the research objectives of the University. The Faculty has also remained committed to the strategy that research-led teaching proves more beneficial towards both research and innovation and teaching and learning.

FEBE excels in research and innovation. Over the years, the Faculty has consistently exceeded research output targets. The past reporting year was no different, with FEBE reaching 835 units, 107% of its target. This achievement is testament to FEBE's pool of seasoned academics, supported significantly by postdoctoral fellows, postgraduate students and visiting academics. FEBE is home to exceptional researchers, as evidenced by the *Stanford/Elsevier Top 2% Scientists List 2024*, which included FEBE's Prof Kapil Gupta and Prof Gulshan Sharma.

To enhance its suite of postgraduate offerings, FEBE has also introduced a number of new specialised postgraduate programmes, aimed to address specific industry and national skills deficits. New postgraduate programmes implemented in 2024 include the Master of Sustainable Advanced Materials and the Master of Engineering in Electrical and Electronic Engineering. Given the growth of postgraduate student enrolments in recent years, there has been a renewed focus on supervisor training and development, initiated by the Executive Dean.

PARTNERSHIPS, STAKEHOLDER, AND COMMUNITY ENGAGEMENT

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in knowledge networks both within and external to the continent. FEBE's global reach and impact are evident by the number of international staff and students attracted to the Faculty.

In 2024, UJ officially launched the transformative UJ for Societal Impact project in Limpopo. This initiative, started by FEBE in collaboration with the private sector, now forms a collaborative UJ project that addresses critical infrastructure needs in the remote villages of Gwakwani, Matatani, and Mbodi in the Vhembe District. The project brings sustainable solutions in energy, water, connectivity, and education. The project therefore directly supports the United Nations SDGs, including access to clean water, affordable energy, quality education and healthcare as well as technological advancement.

FEBE continues to positively impact the broader community by solving local community problems. FEBE's relationship with communities has grown in reach and impact by using the training initiatives that support various community engagement activities.



Representing FEBE in South African communities are initiatives such as the Process, Energy and Environmental Technology Station (PEETS), the Centre for Ecological Intelligence, and the TechnoLab. Through these offerings, FEBE engages with varying communities directly, upskilling community members with green technologies, robotics and self-sustaining solutions that will impact their daily lives positively.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

FEBE maintains relationships with its current students and alumni through active student forums and affinity groups. FEBE's marketing office coordinates alumni and student engagements, which ensure that FEBE maintains communication and reach with all its alumni, keeping them abreast of faculty events.

Each of the twelve departments and our postgraduate school hosts its own industry advisory board. The Faculty has its own overarching industry advisory board. Maintaining relationships with industry has proven critical to ensure that not only do curricula remain relevant to the needs of industry, but also that changes in the sector, new standards and new qualification types leading to professional registration, are communicated to employers.

TRANSFORMATION

FEBE has focused strongly on its Women in Engineering and the Built Environment (WiEBE) initiatives to encourage, grow and support the female student and staff population, in line with the Faculty's transformation agenda.

FEBE's transformation strategy plays a key role in the recruitment of new staff, prioritising designated and female candidates. Although FEBE has endeavoured to pursue transformation guidelines, the recruitment of designated engineering candidates has proven challenging, especially when competing with industry. However, FEBE has significantly increased the number of female academic staff who occupy head of department and head of school roles. Among these include key appointments, such as Prof Thandiwe Sithole, as FEBE's first Vice-Dean of Global Engagement, Prof Elizabeth Makhatha as the new Head of School for the School of Mining, Metallurgy and Chemical Engineering, and Prof Omowunmi Mary Longe as the Deputy HOD for the Department of Electrical Engineering Science.

FEBE's commitment towards equity and transformation has progressed well, with these imperatives forming integral parts of the recruitment, promotion and retainment strategies of the Faculty.

FACULTY GOVERNANCE AND RISK MANAGEMENT

FEBE's governance structures have again ensured academic oversight and programme quality as the year progressed. Committees comprise firstly the Technology Programme Committee (TPC), which governs the operational and academic quality of undergraduate engineering technology, the built environment and management programmes. Secondly, the Engineering Science Programme Committee (ESPC) governs undergraduate engineering science related programmes.

Further to this, the Faculty Higher Degrees Committee (FDHC) governs postgraduate programmes, while the Faculty Research Committee (FRC) governs all research related items. Supporting these Faculty-level structures, School research committees provide guidance and support related to strategic postgraduate initiatives.

The Faculty Executive, who meet regularly, also continue to ensure strategic oversight, good governance and direction in relation to high-level operational, financial and resource matters. The Faculty's finance, human capital and maintenance and security partners are also present at these meetings.

FEBE's robust and well-functioning governance structures ensured the academic integrity of the key decision-making processes in 2024. The decisiveness and committed oversight offered by such committees have proved to be invaluable resources that have steered the Faculty in the right direction.

RESOURCE MANAGEMENT

FEBE has effectively managed its resources catering for the operational costs of teaching and research activities. Physical space constraints remain a challenge, on both the Doornfontein and Auckland Park



Campuses. Timetable optimisation and group work have become a critical necessity in ensuring suitable class sizes for larger groups. FEBE HODs have been innovative, adaptable and flexible in sharing and managing resources for the benefit of the student. Resource sharing, even across campuses, is explored within Schools and the Faculty.

The Faculty has endeavoured to ensure that laboratory upgrades and equipment maintenance take place timeously. The Faculty has begun to prioritise the replacement of older equipment and to source the funds required to elevate faculty laboratories, before the next accreditation cycle beginning in 2025.

SOCIETAL IMPACT AND SUSTAINABILITY

FEBE's commitment towards social impact and the UN SDGs is evident across research, teaching and learning and its community outreach initiatives. These range from training on sustainable mining and metallurgical practices, workshops on research that prioritises environmental stewardship and social responsibility, module content to include the use of sustainable waste materials, and the modelling and simulation of environmental engineering processes.

Other than curricula, FEBE also contributes towards the UN SDGs in the form of integral partnerships and collaborations. Specifically, the Department of Urban and Regional Planning contributes towards the National Eco-Industrial Parks (EIP) programme by way of the EIP roundtable, which involves conversations regarding the development of EIP skills development and spaces in South Africa. The programme is funded by the Department of Trade, Industry and Competition, hosted by the Council for Scientific and Industrial Research (CSIR).

FEBE has developed 15 new academic initiatives, which directly contribute towards advancing the UN SDGs, and 18 academic initiatives geared towards strategically driving 4IR. Several short learning programmes (SLPs) have also been developed in these strategically critical areas.

There exist several projects within FEBE, such as those of PEETS, the Centre for Ecological Intelligence, and the Gwarkwani Project, which have successfully focused on the area of renewable energy, sustainable food sources and the green economy. An example of FEBE's direct contribution to a sustainable environment includes training offered in e-waste management, green transportation, and hybrid solar photovoltaic (PV) installations. FEBE's contribution towards the UN SDGs therefore extends beyond the classroom, into the heart of South African communities, small businesses and homes.

FINANCIAL MANAGEMENT

FEBE's operational budget sat at R12 240 528 (FEBE 2024 Budget Report, Acting Finance Business Partner). FEBE's strategic financial focus has included funds for the replacement and repair of laboratory equipment and assisting staff with professional registration. In preparation for upcoming accreditation visits and to enhance the quality of teaching and learning, FEBE HODs actively engage with the finance business partner and have worked hard to consistently follow up on finance related issues in the Faculty.

Given the unique nature of engineering equipment, timeous procurement and efficient delivery of laboratory equipment are essential for teaching and learning. The active role of heads of departments has assisted to ensure that any delays are effectively escalated, hence minimising any impact on and risk to teaching and learning.

To build and grow secure third-stream income, FEBE has developed 25 short learning programmes in the 2024 academic year. These SLPs offer training in specific scarce skills areas, beneficial to both the public and private sector.

Given a newly appointed finance business partner, FEBE is confident that financial system delays and inefficiencies will be rectified and improved going forward, creating a more streamlined and stable financial system.

THE WAY AHEAD

The sustainability of FEBE's high research productivity and increased teaching workloads remains a key focus of the Deanery. FEBE has demonstrated innovative teaching and learning technologies, such as virtual mines and gaming, and it is hoped that these innovations will radically improve the teaching and learning experience of FEBE students. Student success and retention therefore form two critical components of FEBE's road ahead.



Leveraging on sound accreditation preparation and planning, the quality of FEBE programmes has been confirmed by recent successful accreditation visits, by SACPCMP and the SAGC in 2024. Operationally, the Faculty now focuses on enhancing teaching and learning even further, with more improved and innovative laboratories and a greater focus on student throughput. The ongoing cycle of continued improvement and success remains a priority of FEBE's leadership.

FEBE is being led by the Executive Dean of the Faculty, Prof Daniel Mashao, for another term, and by newly appointed Vice-Dean: Teaching and Learning, Prof Madindwa Mashinini, and Vice-Dean: Postgraduate Studies, Research and Innovation, Prof Thokozani Shongwe. Prof Thandiwe Sithole has also recently been appointed to the FEBE management team as FEBE's first Vice-Dean: Global Engagement.

FEBE has demonstrated sound and smooth transitional leadership, which has proved to ensure and build on its future sustainability and success. Innovation, staff contributions and strategic foresight have ensured that FEBE contributes significantly towards both institutional and global sustainable development goals.



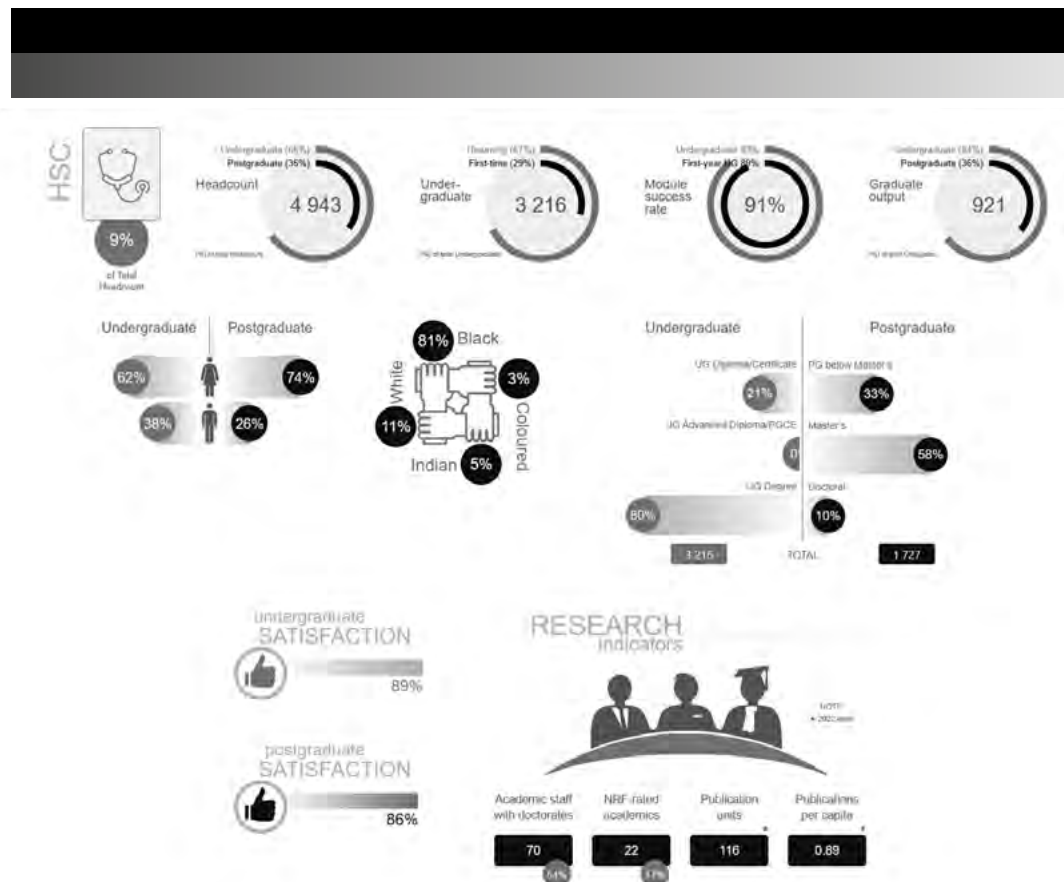
Daniel Mashao (Prof)

Executive Dean:

Faculty of Engineering and the Built Environment



Faculty of Health Sciences



INTRODUCTION

The University of Johannesburg's mission, "to transform and serve humanity through innovation and the collective and 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 2024 and trends over the past five years.



STAFF

Demographic profile: academic and support, international, designated, qualification profile

During 2024, the Faculty had a complement of 129 academic staff members – including seven professors, one distinguished professor, one emeritus professor, 18 associate professors, 29 senior lecturers, 60 lecturers, 12 assistant lecturers, and one clinical facilitator.

Thirteen academics were promoted in 2024 (one from assistant lecturer to lecturer, six to senior lecturer, five to associate professor, and one to full professor) compared to 19 in 2023, 11 in 2022, three in 2021, and five in 2020. There were two retirements in 2024, compared to one in 2023, two in 2022, three in 2021, and three in 2020. The Faculty had seven resignations in 2024, compared to five in 2023, three in 2022, seven in 2021, and five in 2020.

South African academic staff from designated groups constituted 60% of the Faculty's staff in 2024 – slightly down from 62% in 2023 – meeting the target of 55%. Five per cent of academics were international staff members (i.e. neither South African born nor permanent residents).

In total, 95 support staff, including clinic staff, faculty administration staff, administrative assistants, secretaries, and laboratory technicians supported the academic staff. Designated staff (from South Africa) in the academic support complement increased from 79% in 2023 to 80% in 2024.

The number of academic staff holding a doctoral-level qualification increased in 2024, with four obtaining their PhDs. The majority (94%) of academic staff in the Faculty's departments and research centres now hold either a master's (44%) or doctoral-level (50%) qualification. This proportion will increase further, with seven academic staff enrolled for a master's degree and 42 for a doctoral qualification.

Staff development

To address the national call for the promotion of designated candidates, 53 female and 14 male designated academic staff are participating in the University's Accelerated Academic Mentorship Programme (AAMP), an increase of 35 from 32 in 2023. A further 31 non-designated staff members are participating in the AAMP.

Staff in the Faculty are encouraged to pursue professional development opportunities. Several staff members have enrolled for and completed their postgraduate studies. Additionally, staff are encouraged to attend writing retreats, workshops, and specific departmental training. The Faculty implemented a mentoring programme for academic support staff where senior and junior staff are paired with more experienced staff providing guidance and support to those less experienced.

NRF-rated

There were 21 researchers in the Faculty rated by the National Research Foundation (NRF) in 2024 (including two B-rated researchers, 11 C-rated researchers, and eight Y-rated researchers). During 2024, six staff members applied for a rating.

Recognitions and awards

Various platforms acknowledged the Faculty's researchers for their excellence. Prof Phaswana-Mafuya from the Pan-African Centre for Epidemics Research (PACER) was awarded the Trailblazer and Lifetime Achiever Awards from the HERS-SA Higher Education Women Leaders Awards (HEWLA). She also received the Living Legend Recognition for her contribution to HIV research during the UJ Staff Day on 27 September 2024. Dr Edith Phalane, also from PACER, received the Mail & Guardian 200 Young South Africans Award for being an emerging researcher with exceptional research leadership potential.

Several researchers from the Laser Research Centre (LRC) received recognition: Dr Anine Crous and Dr Sathish Kumar were listed among the top 200 at the Universal Scientific Education and Research Network (USERN) Congress. Dr Kumar also received the International Association of Advanced Materials (IAAM) Scientist Medal for his contributions to Biomedical Engineering.

Profs Heidi Abrahamse and Nicolette Houeild were listed among the Scopus top 2% of cited scientists worldwide and acknowledged on ScholarGPS™ as Highly Ranked Scholars™. Dr Fatima Ismail from the



Chiropractic Department was recognised with a commendation at the National University Teaching Awards (NUTA), receiving one of three commendations from 63 applications across South African universities. Dr Ismail also received the CERF Allan Adams Paper Award 2024 at the 12th World Federation of Chiropractic (WFC) Education Conference held in Malaysia.

Senior academics play leading roles on international boards, hold influential positions in international associations, and serve on editorial boards of leading international journals, further enhancing global reputation. Staff from several departments serve as moderators and external examiners for international universities. Notable examples are listed below.

In the LRC, three individuals have been appointed as guest editors: Prof Abrahamse for *BIOCELL* and *Pharmaceutics*, Dr Crous for the *Journal of Visualized Experiments (JoVE)*, and Dr Rahul Chandran for the journal, *Pharmaceutics*. Prof Houreld is the President of the World Association for Photobiomodulation Therapy (WALT), and Dr Crous is the Membership Director for the same association. Dr Kumar was appointed editorial board member of the journal, *Discover Nano and Scientific Reports*, while Dr Chandran was elected as a member of the Royal Society of Biology (RSB). Prof George Blassan was elected as a Fellow of the RSB and appointed as a topic editor for the journal, *Frontiers in Chemistry*. Dr Marietjie Richter (Optometry) was elected Vice-President of the African Chapter of the American Academy of Optometry. In Emergency Medical Care, Prof Stein was appointed as an associate editor at the *African Journal of Health Professions Education*.

TEACHING AND LEARNING

Enrolment and student profile

The enrolment target set for the Faculty was 4 964 students, and 4 943 students were registered (a slight under enrolment). The proportion of students enrolled from non-designated groups decreased from 2023. The total non-designated enrolment was 11% in 2024, compared to 12% in 2023, 13% in 2022, 15% in 2021, and 14% in 2020. Enrolment of designated students from 2020 to 2024 is reflected in Table 34.

Table 34: Number of designated students 2024-2020

| DESIGNATION | 2020 | 2021 | 2022 | 2023 | 2024 |
|-----------------|-------|-------|-------|-------|-------|
| Black | 2 823 | 3 260 | 3 222 | 3 704 | 4 201 |
| Coloured | 153 | 127 | 137 | 107 | 127 |
| Indian | 258 | 296 | 270 | 262 | 265 |

In 2024, the number of international undergraduate (UG) students increased to 161 (146 in 2023, 142 in 2022, 132 in 2021, 142 in 2020, and 157 in 2019). International postgraduate (PG) numbers continued to increase for the eleventh year, from 252 in 2023 to 262 in 2024.

Total UG enrolments increased in 2024 to 3 216, and the proportion of first time-entering students with an Admission Point Score (APS) of 35 or higher was 68,8% in 2024 (compared to 69,1% in 2023). The number of registered Orange Carpet students remained relatively stable at 185 in 2024 (compared to 190 in 2023).

Total PG enrolments increased significantly in 2024 to 1 727 (from 1 467 in 2023). At the master's level, enrolments increased to 993 in 2024 (from 872 in 2023), while doctoral registrations increased to 167 (from 136 in 2023).

Finances presented challenges to the enrolment plan for 2024. Overdue payment of bursaries, bursary withdrawals, increased registration fees, and other challenges associated with accessing finances resulted in late registrations. Historical student debt prevents students from returning to campus. In the competitive health sciences space, numerous students are accepted for their second choice and then drop out when they are accepted into their first choice, negatively affecting enrolment numbers. Limited supervisory capacity plays a role in achieving enrolment targets at the PG level. For international students, cumbersome visa processes present challenges, and many perceive Johannesburg as an unsafe place to live and study.



Undergraduates and postgraduates

A total of 921 students graduated in 2024 (589 UG and 332 PG). The Faculty has until the end of March to finalise the Faculty UG and PG graduation numbers for the reporting year. Thereafter, an accurate comparison with previous years can be provided.

Student access and success and support for students

The Faculty has maintained an overall success rate of above 85% since 2013, achieving a 91% success rate for 2024 – higher than the target of 90%.

During 2024, the Faculty aimed to provide holistic support to students. Departmental mentorship programmes continued within some departments, and tutorial support within departments aimed to bolster academic success. Several departments have processes in place to identify and offer additional support to at-risk students. The Faculty leverages the services of PsyCaD as a strategic intervention to support students with possible mental health issues that contribute to poor academic performance.

Students across South Africa – not only at UJ – continued to face acute financial challenges in 2024. The Faculty again sought to find ways to support students in financial need. The Department of Emergency Medical Care continued its running shoes initiative, collecting new or barely used running shoes for students who could not afford to buy new shoes. Additionally, the Department has a Driver's Licence Project, which funds several students from the departmental reserves to obtain their Code 10 PrDP licence to enhance their employability. Several departments have assisted students in paying their registration fees. The Department of Nursing assists its students through a funding collaboration with Life Healthcare and Netcare Hospitals. Students funded in this way will later work at these hospitals to pay back their bursary fees, ensuring that their jobs are secure upon completion of their training. The Department of Medical Imaging and Radiation Sciences runs a food drive that assists needy students with food parcels; the Department gives any surplus to students at Doornfontein Campus. The student council of the Chiropractic Departments raised R10 000 to help cover the fees of deserving master's students.

Students in the Faculty have access to dedicated venues equipped with state-of-the-art equipment, which is the envy of many other institutions. The Laser Research Centre (LRC) hosts a world-class laboratory with advanced equipment. The LRC partnered with Separations South Africa to install the Leica Mica confocal microscope, the world's first imaging microhub. The LRC also acts as a reference laboratory for the imaging system, used by people outside the LRC and UJ. This microscope will significantly enhance the research potential at UJ, particularly in cellular and molecular biology.

The Department of Human Anatomy and Physiology established the Physiology Wet Lab and the Zebrafish Lab. These two labs are equipped with the latest research equipment, such as the Noldus Ethovision XT system for zebrafish behaviour tracking, drug discovery equipment, and the latest high-power microscopy with high-definition cameras. In 2024, the Water and Health Research Centre (WHRC) received funding to start a small-scale 3D printing facility, which is in the process of being developed.

The first integrated on-campus Rescue Simulation Centre on the African continent was completed in 2024, positioning the Faculty as a regional and global centre of excellence for medical rescue education. The Centre received much attention, with visits from local and international stakeholders, including from the United Nations, Malawi, Mozambique, the United Kingdom (UK), the United States of America (USA), and Japan. The Centre has been designed to cater for teaching, learning, assessment, and research of specialised rescue disciplines. The four-storey structure, which includes a five-metre-deep pool for aquatic rescue and survival training, helicopter underwater escape training, and dive rescue, received its occupation certificate from the City of Johannesburg at the end of 2024. Limited teaching and learning activities were undertaken during 2024 due to the Centre not being fully operational; full operationalisation will be achieved in 2025, adding significant value to the academic programme and increasing third-stream income.

UJenius recruitment

There were 509 UJenius students in the Faculty in 2024 – 322 senior and 207 first-year students.



Programmes: New programmes, CEPs, quality management, innovations and new initiatives, ensuring relevance, addressing issues about attributes and employability of graduates

Several new programmes have been submitted to the Department of Higher Education and Training (DHET) and/or Council on Higher Education (CHE) and are awaiting approval: an MPhil in Healthcare Innovation and Technology by coursework (submitted by the Department of Human Anatomy and Physiology), Postgraduate Diplomas in Community Health Nursing and Mental Health Nursing, as well as applications for additional students in the Postgraduate Diplomas in Nursing Education and Health Services Management.

The Department of Human Anatomy and Physiology is developing an Honours degree in Human Physiology and an Honours degree in Human Anatomy (with a range of potential specialisations). The Department of Environmental Health is developing a new programme related to law enforcement for environmental health practitioners.

The Department of Emergency Medical Care is investigating the feasibility of realigning its advanced certificate content and introducing a Higher Certificate (HCert) in Medical Rescue (NQF 5). Rescue modules would be redesigned into online, credit-bearing short learning programmes (SLPs). These SLPs would form part of a micro-credentialing framework, allowing learners to accumulate credits towards a higher certificate (NQF 5) or advanced certificate (NQF 6) in Medical Rescue, enhancing flexibility and accessibility. The planning for this programme began in 2024, and the proposal will serve in the first term of 2025.

The prehospital emergency care profession has historically been exclusionary, with vocational qualifications that were not aligned with the NQF, preventing many from advancing into higher education. To address this, the Department is investigating a hybrid higher certificate programme, which blends in-person and online learning, enabling qualified emergency personnel to enter higher education and register as Emergency Care Assistants. The proposal has in-principle support from the Health Professions Council of South Africa (HPCSA), and the approval process will begin in 2025.

An external task team of leading experts was identified at the end of 2021 to work with the Faculty from 2022 towards the curriculum of a medical programme. An updated business plan, submitted in 2022 to the Joint Health Sciences Education Committee (JHSEC) and the Ministry of Health, was revised in 2023 based on the feedback received from JHSEC. The plan was submitted to the UJ Management Executive Committee and approved internally in 2023. Engagements with the national and provincial Departments of Health and Well-being were ongoing in 2024, and an outcome on whether UJ can move forward is expected in 2025.

The use of technology in teaching within the Faculty is now universal. After implementing emergency remote teaching during the COVID-19 pandemic, departments across the Faculty have increasingly adopted a blended approach to teaching and learning. In 2024, the Faculty transitioned onto the Moodle platform, which is now the primary modality for teaching online (replacing the previously used Blackboard platform). Champions were identified within departments to support other staff during the transition.

The Faculty continued to integrate other technologies into teaching and learning in 2024, with various departments acquiring new equipment and expanding the use of existing digital tools.

- The Department of Biomedical Sciences introduced a 360-degree LED screen to facilitate interactive learning and acquired a multi-header microscope to enable simultaneous specimen observation.
- SLPs procured high-precision equipment – including VALD Force Plates, Bertec Force Plates, a Vicon camera system, and a VALD Force Frame – which were utilised during practical teaching, with some of this equipment also supporting PG research projects.
- The Chiropractic and the Human Anatomy and Physiology Departments incorporated virtual reality into anatomy education using Meta Quest and Oculus Quest 2 headsets.
- The Department of Emergency Medical Care utilised Full Code® simulation software and high-fidelity manikins for classroom training and rescue exercises.
- The Department of Medical Imaging and Radiation Sciences developed the ThuthukaCare application, which assists radiography students in communicating patient positioning instructions in 14 languages.
- Technologies for tracking clinical learning and work-integrated learning (WIL) were further advanced,



including the Dropbox clinical skills tracking system in Emergency Medical Care and the OPTIMAX electronic health record system in Optometry. Challenges affecting technology use included poor campus internet connectivity, high maintenance costs for laboratory equipment, and delays in 3D printing.

The Faculty continues to increase its focus on the scholarship of teaching and learning (SoTL), with 60 publications in 2024.

The Faculty has an impressive graduate employment rate, with 94% of graduates employed within 12 months of graduation in 2024.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Research outputs

The Faculty met and exceeded its 2024 research output target (168 accredited units), submitting 209 units for auditing purposes (audited figures available April 2025). In 2024, several departments increased their number of outputs, increased the number of staff publishing, or outperformed their publication targets for the year. Nine staff members published for the first time in 2024. The LRC was a top achiever in 2024, publishing four accredited proceedings, two book chapters, and 93 articles in peer-reviewed, internationally accredited journals (59 DoE units).

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

Impact

Researchers undertook over 110 collaborative research projects and activities with national and international partners. Twenty-two collaborative research projects were initiated in 2024.

Intra-faculty research between departments and the Faculty's research centres was further strengthened, expanding possibilities for leading trans- and interdisciplinary research and creating significant opportunities for increased publications. Interfaculty collaboration with the Visual Identities in Art and Design (VIAD) Research Centre in the Faculty of Art, Design, and Architecture (FADA) continued through the Creative Microbiology Research Collaboration (CMRC). In this space, artists and scientists can work together at the interface between microbiology, visual representation, and creative practice.

Collaboration with other higher education institutions is ongoing, particularly in the Gauteng province. The Faculty has continued collaborating on the GRT-INSPIRED project (Gauteng Research Triangle Initiative for the Study of Population, Infrastructure, and Regional Economic Development) with the Universities of the Witwatersrand and Pretoria. This project has a Memorandum of Understanding (MOU) signed for the overarching GRT by the vice-chancellors of the three participating institutions. The collaboration has created significant opportunities for longitudinal research, which provides valuable insights into understanding human diseases related to water, sanitation, and hygiene (WASH). The GRT-INSPIRED project, which was leveraged to obtain funding for comparative studies between different Gauteng populations, has a strong presence in Hillbrow and Berea.

Postdoctoral Research Fellows (PDRFs)

There are 15 PDRFs in the Faculty, four of whom were appointed in 2024.

Research structures

Centres

The Faculty has five research centres: the LRC, the WHRC, the PACER, the Biomedical Engineering and Healthcare Technology Research Centre (BEAHT-RC), and the UJ Olympic Studies Centre (UJ-OSC).

Visiting researchers, fellows, and associates

There were 34 visiting professors (including one distinguished visiting professor), research fellows, and research associates in the Faculty in 2024 (compared to 32 in 2023, 31 in 2022, 28 in 2021, and 33 in 2020), six of whom were newly appointed in 2024. These appointees have contributed to collaborative research



projects, student supervision, and increasing the Faculty's research outputs. There were 16 international visiting professors, research fellows, and research associates from various continents in the Faculty in 2024 – including from Europe (two from the UK, one from Spain, one from Denmark), Northern America (four from the USA, one from Canada), South America (one from Brazil), Oceania (two from Australia), and Asia (two from India, two from China).

Patents

In 2024, the WHRC pursued intellectual property protection for a self-sealing water-sampling bag designed for drone-based applications and a drone sample-analysis unit for online water-quality assessment using phage-based technology. Following expert advice, the Centre opted to register these as functional designs rather than file for full patents, with registration expected to be completed in 2025.

Additionally, the BEAHT-RC has submitted a provisional patent application under review, which may lead to dual intellectual property agreements – and potentially dual patents – between the Massachusetts Institute of Technology (MIT) and UJ. Furthermore, the BEAHT-RC developed a baseball training bat that is currently under patent review with the Technology Licensing Office at MIT.

Research funding

The Faculty secured significant external funding for research, receiving a total of R17 513 529.59.

PARTNERSHIPS, STAKEHOLDERS, AND COMMUNITY ENGAGEMENT

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

More than 10 MOUs and/or memoranda of agreement (MOAs) are in place between departments and centres in the Faculty and international partners (including bilateral and multilateral agreements). Four of these were signed in 2024. These agreements span a diverse geography, including North America (USA and Canada), South and East Asia (India and China), Europe (UK), Oceania (New Zealand), South America (Chile), and Africa (Namibia and Ghana). Collaborative activities under these agreements include research as well as teaching-and-learning-related activities. Collaboration with international partners also takes place outside formal agreements.

International inbound and outbound student and staff mobility activities continued in 2024. Six departments/centres engaged 350 students outside UJ in diverse activities, including online lectures, the Gariep Rescue Exercise, lab work, and conferences and workshops. Seven departments/centres hosted 24 visiting staff to present public lectures and workshops, do lab work, and attend the Gariep Rescue Exercise.

Students (562) participated in various outbound mobility activities, including student exchange programmes, online lectures, online meetings, learning groups, workshops, and congresses. The Africa-by-Bus annual multidisciplinary outreach programme went to Mozambique in 2024, with 25 students from five departments participating. Five academic and clinical staff members accompanied them. Twenty-seven staff members participated in outward mobility activities (virtually and in person), undertaking visits to the UK, Africa, Asia, Northern Europe, North America, Australia, the Netherlands, and the USA.

Since the COVID-19 pandemic, there have been many opportunities for widespread participation in online workshops, seminars, and conferences at a fraction of the cost of international travel. The Faculty continues to capitalise on these opportunities.

Community engagement projects

The number of community engagement activities grew across the Faculty in 2024. Activities within the Faculty's long-term engagement with the Riverlea community continued, with five departments conducting community engagement activities at the site. For 2024, there were 1 276 beneficiaries in Riverlea, compared to 1 299 in 2023, 2 494 in 2022, 353 in 2021, and 149 in 2020 (due to the pandemic). The Riverlea Community Outreach Project was awarded first prize at the UJ 2024 Community Service Excellence Awards.

WeCare at Victoria Yards continues to play a critical role in the clinical training of students. This is a joint precinct project with the Nando's restaurant chain (for community upliftment) and the Allied Health



Professions Council of South Africa (AHPCSA) (for internships). WeCare was initiated in 2020, with Nando's continuing to contribute significantly towards the project within the Lorentzville community by supplying a dedicated space at Victoria Yards for a community wellness clinic run and operated by the Faculty as part of its clinical training.

ALUMNI AND STAKEHOLDER ENGAGEMENTS AND EXTERNAL FUNDING

Alumni

The Faculty launched the Alumni Affinity group in 2022 to strengthen collaborations with alumni in industry, industry partners, and key stakeholders within the health sciences domain. Some departments engage alumni by sharing real-world experiences and industry insights, bridging the gap between the classroom and industry, while others are involved in presenting workshops, supervising students in clinics, examining theses and dissertations, and collaborating on research projects. The Department of Environmental Health has an alumni WhatsApp group that shares job opportunities. The Chiropractic Department coordinated a two-day seminar called Love Chiro (held in June 2024) for students, which included alumni presentations, providing valuable opportunities to stay updated with current trends in chiropractic practice and to network with practising chiropractors.

Stakeholder engagement

The Faculty Marketing Coordinator actively worked towards maintaining a dynamic brand for the Faculty. Staff from various departments participated in science expos and career fairs to promote the Faculty's programmes.

In 2024, several departments in the Faculty maintained a strong focus on promoting their programmes through in-person and community activities. The Department of Biomedical Sciences conducted an offsite school presentation at a nearby high school to display its Medical Laboratory Sciences programme, which generated several enquiries. Similarly, the Chiropractic Department participated in a radio interview and organised spinal screening events, while the Environmental Health Department secured exhibition stands at three national and one international conference and participated in local government activities. The Faculty Office also supported these efforts by participating in University open-day seminars, and the Department of Human Anatomy and Physiology publicised its PG offerings through professional society platforms and word of mouth.

Departments further enhanced programme visibility by leveraging digital channels and online platforms. The Department of Biomedical Sciences updated its website with original images and photos of laboratory experiments and practical activities. The LRC maintained an active public Facebook page with regular updates on events and achievements, including features in local newspapers. The Department of Complementary Medicine used the Faculty's social media accounts on Facebook, LinkedIn, and X (formerly Twitter), and marked public events such as International Yoga Day on 20 June 2024. In addition, student-generated videos from the Department of Sport and Movement Studies and ongoing social media efforts by the WHRC helped promote the Faculty's activities.

Nineteen public lectures were held during 2024. The Department of Complementary Medicine hosted the 2024 Environment and Health International Conference in collaboration with the Shanghai Medical College of Fudan University's School of Public Health. One inaugural professorial lecture was held in 2024.

There were several engagements with the media during 2024, with the Faculty featured nationally on television and radio. Notable media features included three radio interviews by Dr Nabeela Hasrod from the Department of Optometry – one on Rainbow FM to discuss women and eye health, and one each on Cape Talk Radio and EWN to discuss the illegal online and over-the-counter sales of spectacles and contact lenses. Dr Ansunel de la Rey (also from Optometry) appeared on SABC 3 in an interview on *Kids News*, focusing on why regular eye tests are essential.

Agreements and collaborations with science councils – for example, the Water Research Commission (WRC) – increase the uptake and application of the Faculty's research. Several MOUs/MOAs with national partners in government (local and provincial), the private sector, and the not-for-profit sector have been signed. These partnerships increase the reach and impact of the Faculty's research and engagement activities and create WIL opportunities.



Staff from across departments and the research centres have continued to serve and lead within the broader scientific community in South Africa, their respective professional bodies and associations, and the public sphere through various engagement activities. Many staff are guest lecturers, examiners, or moderators at other South African universities, and staff regularly serve as reviewers for journals or conference abstracts. Numerous staff serve in leadership roles on professional boards, societies, and associations in South Africa.

- Prof Abrahamse (LRC) was appointed to a design and implementation evaluation of the Strategic Health Innovation Partnerships at the South African Medical Research Council (SAMRC), is a member of the specialist committee for the NRF Health Sciences Board, and is a task team member for the International Union of Pure and Applied Chemistry (IUPAC).
- Dr Darren Carpenter (Complementary Medicine) is the AHPCSA Councillor for Chinese Medicine and Acupuncture. He also serves on the AHPCSA finance committee and the AHPCSA communication committee (2021-2026).
- Dr Neil Gower (Complementary Medicine) is Chairperson of the Complementary Medicines Advisory Committee at the South African Health Products Regulatory Authority (SAHPRA) (2022-2025). He also serves on the Legal Advisory Committee at SAHPRA (2022-2025).
- Dr Marelize Caminsky (Complementary Medicine) was appointed Chairperson of the Professions Board of Homeopathy, Naturopathy, and Phytotherapy (PBHNP) on the AHPCSA in 2024.
- Mr Benjamin van Nugteren (Emergency Medical Care) continues to serve as a member on the Professional Board for Emergency Care.
- Prof Tobias Barnard (WHRC) served on the National Science and Technology Forum (NSTF) Executive Committee and the proSET committee as the science representative on behalf of the Water Institute of Southern Africa.
- Prof Christopher Yelverton (Vice-Dean for Research and Global Engagement) continues to serve as the Vice-Chairperson of the AHPCSA.
- Prof Radmila Razlog (Complementary Medicine) continues to serve as the Chairperson of the Finance Committee and as the executive of the AHPCSA.
- Ms Tintswalo Mahlaola (Medical Imaging and Radiation Sciences) continues to serve as Vice-Chairperson of the Professional Board of Radiography and Clinical Technology, HPCSA.

External funding

As noted earlier, R17 513 529.59 in external funding was raised for research, thus exceeding the Faculty's target of R11 million. Income generated by the Health Training Centre (HTC) increased from R3 939 899 in 2023 to R4 647 296 in 2024. The Faculty's gross third-stream income was R1 456 460 from SLPs (a slight increase from R1 198 360 in 2023) and R108 969 from continuous professional development (CPD) (an increase from R89 174.80 in 2023).

Five departments offered SLPs in 2024 (compared to six in 2023). In November 2024, two new SLPs were approved at the Faculty level: Neonatal Nursing from the Department of Nursing, and Food Forensics, Safety, and Compliance from the Department of Environmental Health. The Anatomy and Physiology for Biomedical Engineers SLP will obtain final approval at the Faculty level in January 2025. The new SLPs will be offered in the second semester upon Senate approval. Several departments are in the process of developing new SLPs.

The Departments of Biomedical Sciences, Emergency Medical Care, and Medical Imaging and Radiation Sciences are accreditors for their professional boards at the HPCSA. The CPD committees of the latter two accreditors continued with the approval of CPD activities for new and current accredited service providers. The number of CPD activities approved at Emergency Medical Care increased in 2024 (from 19 in 2023 to 23 in 2024), while at Medical Imaging and Radiation Sciences they remained the same (9 in both years).

TRANSFORMATION

South African academic staff from designated groups comprised 60% of the staff complement, meeting the target of 55%. The proportion of students enrolled from designated groups was 89% in 2024.

The Faculty is committed to embedding decolonisation into the curriculum of all programmes. The social determinants of health concepts have been incorporated into most professional practice modules, and



decolonisation is promoted by using locally relevant case studies as applicable to each programme and integrating these into assessments where possible. Departments make a concerted effort to incorporate appropriate context, content, and discussions around indigenous African knowledge.

FACULTY GOVERNANCE AND RISK MANAGEMENT

Prof Annie Temane served as the interim Executive Dean of the Faculty in 2023 and was appointed as the Executive Dean as of 1 October 2024.

As required by the UJ risk-management processes, the Faculty includes a risk register and a fraud risk register. A risk register serves on the agendas of the Faculty Board, the Faculty Management Committee, and departmental and support structure committee meetings and is regularly reviewed, updated, and assessed. Risks linked to infection or injury exposure in clinical settings are managed through appropriate policies, protocols, and standard operating procedures applicable to students and staff. Since the COVID-19 pandemic, only card payments have been accepted from patients to ensure the safety of clinic staff members.

RESOURCE MANAGEMENT

The success of Health Sciences students is closely linked to the clinical experience gained by students in the Faculty's HTC, which provides a wide range of opportunities to participate in clinical learning (CL). In 2024, the number of patients seen was 30 115 – an increase of 20,3% from 2023 (25 038 patients). In 2024, a total of 9 223 patient screenings were done. These included two mass screening campaigns on UJ campuses, during which 2 497 staff and students were screened.

The placement of biomedical students for CL at accredited laboratories in the public sector remained challenging in 2024. The National Health Laboratory Service (NHLS) in Gauteng faces a critical shortage of accredited training laboratories, forcing students to relocate to other provinces for their CL. Despite early planning, delays in finalising placements persist, negatively impacting students. With no concrete solutions, the situation poses a long-term threat to the Biomedical Sciences programme and future graduates.

A shortage of staff across professions at public hospitals to supervise students during CL is a key risk, which must be managed continuously. Finding adequate WIL-rotation facilities to accommodate large student cohorts is a challenge in the Department of Sports and Movement Studies, and transport to facilities is also a challenge. For the Department of Optometry, the availability of the required number of patients is a growing challenge due to the increasing number of undergraduates being accepted and the limited availability of sites for therapeutic skills. In the Department of Medical Imaging and Radiation Sciences, the limited availability of suitable accommodation at some clinical sites forces students to incur additional expenses to cover travel costs, adding to their financial burden at these sites. This is particularly challenging for students with NSFAS funding and no additional financial support. Financial stress and long travel times affect punctuality and the students' learning experience.

The Faculty uses state-of-the-art technology in teaching, such as the VERT in Medical Imaging and Radiation Sciences, Ocular Coherence Tomography fundus camera and advanced diagnostic instruments in Optometry, and CAD-CAM and gait analysis in Podiatry. These technologies allow students to simulate techniques they will use in the clinical environment.

SOCIETAL IMPACT AND SUSTAINABILITY

The Faculty's commitment to promoting quality healthcare through research, education, and engagement contributes to public well-being and promotes equitable access to services in line with SDG 3 (Health and Wellbeing).

Through the Faculty's portfolio of community engagement activities (as discussed above), healthcare services are extended to underserved communities while equipping students with critical medical skills and instilling social responsibility in future professionals. The ongoing engagements in communities have yielded positive ripple effects in the system; for example, as a result of the Alex Clinic (a long-standing community project in the Department of Podiatry), the Gauteng Department of Health and Wellness (GDoHW) appointed a podiatrist who visits the clinic once a week.



The foci of the Faculty's research centres convincingly demonstrate the Faculty's commitment to research that makes a difference in society. For example, the LRC performs innovative research aimed at alleviating the burden of cancer, diabetic ulcers, and degenerative disease with the intent of providing the general public with more affordable and accessible healthcare.

To promote environmental sustainability, efforts are ongoing to minimise the Faculty's carbon footprint, specifically regarding energy saving, recycling, and waste management. Integrating technology into research data collection reduces paper use in large-scale surveys. Department of Optometry and WHRC staff are collaborating on a project to 3D print spectacle frames from recyclable plastic. In the histology laboratory, reagents and chemicals used by students are filtered and reused, thus reducing the waste produced by discarding reagents after each practical. As a part of their community training and education, WHRC has trained community members to use an adapted 2-litre bottle to wash up to 10 people's hands, directly contributing to sustainable water management and conservation. In the LRC, biomaterials-based wound dressings for diabetic wounds and the green synthesis of nanoparticles promote healthcare along with environmental sustainability by using biodegradable, renewable, and non-toxic materials. These innovations reduce medical waste, minimise harmful chemical use, and lower carbon footprints compared to traditional methods.

FINANCIAL MANAGEMENT

Heads of departments and research directors remain fully responsible for their respective zero-based budgeting process. In cases where no capital allowance was made or capital allowance was insufficient, the needs of departments were addressed by a participatory process through which available budgets were reconciled and made available, or reserve cost centres were used. The Faculty's finances are managed with guidance from the financial business partner.

THE WAY AHEAD

The Faculty will continue to advance the University's strategic goals – building on its successes over the past five years and proactively working towards addressing challenges and gaps. The Faculty will continue to pursue and build strategic partnerships with collaborators within and beyond academia at all levels as a mechanism to further research excellence, ensure relevance, and expand resources available for research, teaching, and community engagement.

Support for the professional development of staff remains a priority for the Faculty. In particular, the Faculty will continue to support and encourage staff who are enrolled for postgraduate qualifications to enable successful completion. This will make an important contribution to raising the research profile and output within the Faculty and will majorly contribute to mitigating some of the risks around staff retention and retirement noted in this report. This will enable the Faculty to expand and responsibly manage enrolments at the PG level.

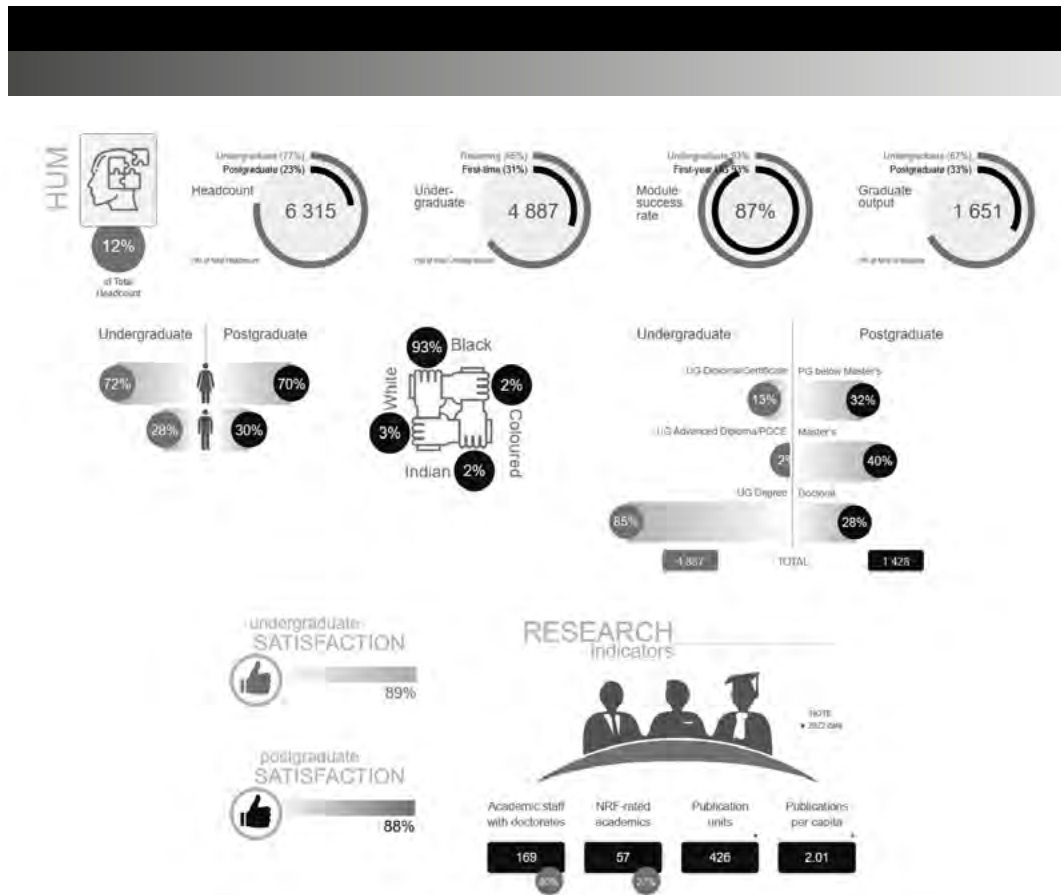


Annie Temane (Prof)

Executive Dean:
Faculty of Health Sciences



Faculty of Humanities



INTRODUCTION

The year 2024 was fast paced and productive. The Faculty of Humanities worked hard to register 6 315 students, 77% undergraduate and 23% postgraduate. Of the total number of undergraduate students enrolled (4 887), 65% were returning students and 31% were first-time entrants. We were very pleased that a high proportion of the first years (93%) passed, this being testimony to the huge efforts of the University to improve the first-year experience. Overall, the module success rate was a competent 87%.



Considering the student demographic profile, 72% of all undergraduates were female and 28% were male. A similar pattern was evident for the postgraduates – 70% were women and 30% men. As regards race, 93% of the Faculty's students were black, 3% white, 2% Coloured and 2% Indian. We thus offered a strong transformative space for black, working-class women who are nurtured and mentored within departments and via Faculty programmes.

While enrolments preoccupied the Faculty in January and February, by March the focus shifted to counting graduate outputs, carried over from the 2023 (n-1) academic year. A total of 1 651 students graduated, 67% undergraduate and 33% postgraduate. Our surveys show that graduates and students in the system are generally satisfied with what they have received from the Faculty and UJ. As regards the DIPEM survey results: 89% of FHUM undergraduates and 88% of FHUM postgraduates were happy with their UJ experience. This was reassuring for the Faculty, but it also opened discussion on what more could be done to build on and improve this result.

STAFF

Demographic profile and staff development

In 2024, the Faculty had 200 academic staff (in departments and research centres), of whom 123 (61,5%) were black staff with 101 (50,%) being black female staff. A total of five staff members (three academics and two in the support domains) are noted as staff with disabilities.

Staff development is necessary to enhance teaching and research skills, and to better prepare academics for promotions and future leadership roles. In 2024, staff development was placed as a high-priority issue. We received a university budget of R251 520 for staff development and set aside additional funds from the Dean's Reserves to assist with supporting staff with varied needs.

In total, 169 (80%) of the staff had doctorates and staff without doctorates completed their degrees; 91 were on the AAMP programme; and 20 staff attended UJ-run development programmes. Another 80 staff members were sponsored or used departmental support to attend a variety of training sessions.

Staff also took advantage of research capacity development workshops. Dr Ilene Wasserman, a professional, internationally renowned mentor, worked with a group of 10 women leaders in Humanities, advising them on how to address challenges and enhance strengths. Prof Boni Zungu participated in the Women's Leadership Development Programme, and Prof Nedine Moonsamy participated in the Women in Research Leadership Programme. These efforts can be seen as part of a broader succession planning initiative.

NRF-rated researchers

A considerable amount of work has been done to encourage academics to apply for NRF ratings. Promotion to the position of associate professor and professor now requires a rating – or a pledge to attain a rating in due course. The proportion of staff with a rating has increased over the years – from 42 in 2020 to 57 in 2024. In 2024, the Faculty had one A2-rated, nine B1-, four B2-, two B3-, 10 C1-, 15 C2-, five C3-, four Y1-, and seven Y2-rated NRF scholars.

Numerous rating workshops held by the University's Research Development and Support Division were supported by staff. Additional training was run by the Faculty (led by the Vice-Dean: Research). Many senior scholars were available to guide and mentor colleagues on their draft NRF submissions. This resulted in considerable interest in applying for NRF applications. A total of 12 submissions for new ratings were submitted in 2024, the results of which are still pending. Several senior colleagues, who found their ratings lapsed, were encouraged to submit new rating applications in 2025 and 2026.

Recognitions and awards

The Faculty takes great pride in its award winners. A total of 32 staff members attained awards and various types of recognition (including being invited to prestigious boards). A selected number of awards are reported on below, as were also noted on social media.

- Best Non-Fiction Monograph Award of the National Institute for the Humanities and Social Sciences (NIHSS) 2024 [Ashwin Desai].



- Universitas 21 Internationalisation Award for 2024 [Kammila Naidoo].
- Appointment to the United Nations Research Institute for Social Development (UNRISD) Board 2024 [Leila Patel].
- Mail & Guardian's Top 200 Young South Africans List in 2024 [Curwyn Mapaling; Maipato Mmako].
- 2024 National University Teaching Award (NUTA) [Thembisa Waetjen].
- Appointment to the South Africa Human Rights Commission Section 11 Committee on Antiracism and the National Question 2024 [Bhaso Ndzendze].
- Recipient of Windham-Campbell Prize in Nonfiction [Christina Sharpe].
- The Buffett Global Institute Award for Epistemic Reparations 2024 [Veli Mitova].
- Appointment to the UNESCO Committee: The Information for All Programme (IFAP), a unique UNESCO intergovernmental programme that supports member states in fostering equitable societies through promoting universal access to information and knowledge for sustainable development. The IFAP National Committee (South Africa) was launched on 3 September 2024: <https://www.unesco.org/en/ifap/national-committees> [Prinola Govenden].
- Appointment to the panel of experts to conduct a study on human and people's rights and artificial intelligence (AI), robotics, and other new and emerging technologies in Africa by the African Commission on Human and Peoples' Rights (AU) 2024 [Admire Mare].
- Appointment to the global panel of experts on Misinformation by Meta, Palo Alto, California, USA [Admire Mare].
- Best Producer Award: Power 24 International Film Festival, Durban, SA, 2024 [Shelley Barry].

TEACHING AND LEARNING

Undergraduates and postgraduates

The Faculty enrolled 4 887 undergraduates and 1 428 postgraduates in 2024. In guiding them, emphasis was placed on excellence and innovation. Building on previous curriculum transformation and a strong ethic of care for our students, we focused on strengthening our programmes, adopting strategies to support student success, encourage community engagement and volunteerism, and introducing seminars and workshops to support student employability and entrepreneurship. Academics in the Faculty used multiple innovative teaching and learning initiatives to enrich the learning experience of students. A total of 69 new academic initiatives advancing 4IR, and 38 advancing the SDGs were counted at the end of the year.

A total of 1 651 students graduated in 2024, 67% undergraduates and 33% postgraduates. The Faculty of Humanities remains committed to offering undergraduates and postgraduates a relevant, inclusive, and updated curriculum. During 2024, selected departments engaged in programme and module reviews, and incorporated feedback from students, staff, and external stakeholders. Curriculum renewal initiatives have ensured that our course content reflects diverse perspectives and is aligned with a decolonised knowledge framework while embracing technology for the future.

Student access and support for students

Student success and well-being remain at the forefront of our priorities. Throughout 2024, the Faculty continued to implement strategies to identify and provide comprehensive support to students who face academic or personal challenges. The proactive strategies have minimised dropout rates and encouraged students to complete their qualifications in the minimum time. As a result, the combined undergraduate success rate increased to 92,6% in 2024. Expanded access to resources and mentorship programmes, as well as the broader implementation of a student class representative feedback system, has reinforced a sense of community and belonging among our diverse student body. While most of our students (89%) were satisfied with the Faculty's offering, the Faculty remains steadfast in addressing all issues raised by students.

Assessment and moderation

To promote fairness and validity in assessment and to maintain standards, assessment and moderation plans have been implemented across the Faculty. Lecturers participated in training and development opportunities to enhance their skills in assessment design and implementation. These opportunities enabled the Faculty to



evaluate student learning more effectively and develop a deeper understanding of student work and needs. The establishment of an assessment committee as part of the Faculty Teaching and Learning Committee supported the efforts to strengthen assessment and moderation practices in the Faculty.

Programmes and efforts towards continuous education

The Faculty has continued to expand its offerings with the introduction of more non-subsidised short learning programmes that are tailored to the evolving needs of the job market. These programmes provide opportunities for continued learning, professional development, and skills enhancement. They are designed to equip learners with the skills and knowledge to succeed in a rapidly changing world. During 2024, the Faculty underwent an audit of all non-subsidised offerings and is in the process of a renewal and refresh of its offerings while engaging industry to expand its footprint.

Student and teacher recognitions

In 2024, during Women's Month, the Consulate General of China acknowledged the top two female undergraduate students at UJ Humanities, Kamogelo Mtobi and Amy Brits, who were awarded top achiever certificates. Humanities students won top awards at the DIRCO-UJ Essay Competition and the Environmental, Social and Governance Africa Conference Student Innovation Competition. Students also participated in industry awards, specifically in the fields of strategic communication.

As noted, our staff are often recognised, not only for the role they play in thought leadership in the media, but also for their exemplary work in teaching and learning. We had two winners for the 2024 Vice-Chancellor's Awards: Prof Dumisani Sibiya won the 2024 Vice-Chancellor's Award for Teaching Excellence, and Dr Siphiso Mahala won the 2024 Vice-Chancellor's Award for Book of the Year as well as the Humanities 2024 Innovation in Teaching and Learning Award.

Teaching and learning seminars for staff and students

The Faculty hosted many seminars for staff in support of teaching and learning. These explored blended, hybrid and hyflex modes of teaching generative AI and the implications for the Humanities, insights into the NQF, notional hours and credits, reflections on assessment, and using reflective thinking in teaching and learning. For students, sessions around employability and entrepreneurship were well received.

Orange Carpet recruitment and conversion to UJenius members

The Faculty is active in ensuring its offerings continue to remain attractive to prospective students, and as such, seeks to attract an increasing number of Orange Carpet students. Over the last five years, the average APS of students registered with the Faculty increased by between 1 and 5 APS points depending on the programme. The Faculty annually arranges meetings with Orange Carpet students to encourage them to continue their academic performance throughout their studies and thus attain UJenius status.

The Faculty attracted more Orange Carpet students in 2023 than in 2024, namely 59 students, of whom five subsequently qualified to join the UJenius Club. However, 57 other students from 2023 also performed well and met the criteria to become UJenius Club members. In 2024, only two of the 36 Orange Carpet students joined the UJenius Club, while 51 other students who enrolled in 2024 performed well and became UJenius Club members in 2025. One can deduce that high performance in matric is not a given indicator of high performance at university.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Impact of research

For 2024, 774 publications (totalling 625 units) were produced. About 23,7% of Humanities publications were published in the top 10% journal percentiles by SNIP (%). We met our target of 116 4IR Scopus-listed research publications, of which 52,4% were with international co-authors. In 2024, we had 292 active researchers. Our approximately 60 PDRFs were extremely productive and produced 98 publications (84.32 units). It was pleasing to note that the Faculty's annual citations were higher than previous years at 9 452.



To encourage staff to produce research, the Faculty offers a research support package. This offers different types of support for academics at different levels – funding, editing support, fieldwork support, support for writing retreats, and teaching buyouts.

Research structures

About 45% of Humanities research units come from the research centres and the institutes aligned to the Faculty. The Faculty thus invests much time and effort in ensuring that the centres are governed well and managed to perform optimally. Since 2022, the productivity of the centres has doubled.

Table 35: Performance of centres

| NAME OF ENTITY | 2022 ROUs | 2023 ROUs | 2024 ROUs |
|---|--------------|---------------|---------------|
| Africa Centre for Evidence (ACE) | 5.19 | 1.9 | 3.25 |
| African Centre for Epistemology (ACEPS) | 6.16 | 41.15 | 78.44 |
| Centre for Social Change (CSC) + SARChI Social Change | 14.72 | 22.99 | 30.51 |
| Centre for Social Development in Africa (CSDA) + SARChI Social Welfare | 37.72 | 40.62 | 33.05 |
| Centre for Sociological Research and Practice (CSRP) | 3.16 | 4.99 | 3 |
| Centre for the Study of Race, Gender & Class | 0 | 12.25 | 2.34 |
| Palaeo-Research Institute (PRI) | 20.5 | 23.32 | 19.97 |
| SARChI African Diplomacy & Foreign Policy | 13.05 | 4.5 | 33.74 |
| Centre for Philosophy of Epidemiology, Medicine & Public Health (CPEMPH) | – | 7.2 | 23.08 |
| Centre for Data and Digital Communications | – | 0.83 | 1 |
| Total units from FHUM Centres | 100.5 | 159.75 | 228.38 |

Research funding

In 2024, the Faculty, through a huge collaborative effort, brought in R61 million through the grants of 25 colleagues, thus exceeding its target. Of this amount, R18 million was as a result of the European Union Intra-Africa Mobility Grant. A further R9 million was for a UCDP DHET-sponsored grant.

Scholarship of Teaching and Learning

The Faculty maintained its strong commitment to the Scholarship of Teaching and Learning (SoTL), with colleagues actively engaging in research and reflection on their pedagogical practices. A total of 61.72 units were derived from SoTL publications. Workshops and seminars were organised to stimulate critical thinking about the scholarship of teaching and learning, and to encourage the dissemination of innovative approaches. In 2024, several academics from the Faculty contributed to the UJ Teaching Innovation for the 21st Century Project, including Prof Gcobani Qambela, Prof Corne Meintjes, Prof Zahraa McDonald, Prof Maritha Pritchard, and Prof Luke Sinwell.

Visiting academics and their contributions

The Faculty has numerous visiting academics, most of whom participate in seminars, mentor and co-supervise. The total value of research units produced by visiting professors and distinguished visiting professors in 2024 was 48 units. Two very active distinguished visiting professors were Prof Jan Fritz (Sociology) and Prof David Boucher (Politics and International Relations).



PARTNERSHIPS, INTERNATIONALISATION, AND COMMUNITY ENGAGEMENT

Joint programmes, exchange programmes and mobilities

The year 2024 saw comprehensive internationalisation in the Faculty of Humanities, cutting across international enrolments, student mobilities, Pan-African and strategic partnerships, and with participation by every department, centre and research chair. In 2024, we had a total of 461 international students registered for undergraduate (232) and postgraduate (229) studies, of whom 147 were new. We consistently provided opportunities for our students to travel to our partner institutions, as well as engage virtually. In total, we had 5 619 (4 735 virtual and 884 physical) inbound mobilities, as well as 2 759 outbound mobilities (split between 2 171 and 588 physical and virtual). We hosted a successful Africa-by-Bus mobility, which visited the Namibia University of Science and Technology (NUST) by way of Botswana.

In partnership with the Division for Global Engagement, we also co-piloted the Global Leadership Student Exchange Programme (GLSEP), through which we led an academic programme that culminated in a two-week visit to Addis Ababa University, Ethiopia, by over 30 student leaders from across five universities. Our network of international partners also expanded to include McMaster University in Canada, University of Basque Country in Spain, the University of Malawi, Oxford University, Vilnius University in Lithuania, and the federal universities of Bahia and Para in Brazil.

Numerous Humanities staff spent time abroad, visiting partner universities across Africa, North America, China, and Europe, often under Erasmus+ mobilities and for joint research projects. Guided by the White Paper on Internationalisation of Higher Education and by the University's strategic plan, all our partnerships and international activities are driven by the pursuit of mutual gain for both UJ and our partners.

Community engagement and student volunteerism

Departments such as Social Work and Community Development (SWCD), Strategic Communication, Psychology, and Sociology have community engagement built into their programmes. However, the Faculty encourages student volunteerism to develop students who support their communities and who are involved in making a difference in the world. In 2024, our students made us proud as over 3 000 participated in extracurricular/volunteer programmes. We believe these activities contribute to students' employability once they complete their studies.

The Faculty also supports university-wide initiatives to assist students and graduates. In 2024, with the support of Bidvest Bank, the Faculty facilitated the donation of clothing items for the Career Closet housed at the Academic Development and Support (ADS) Division for students in need of items for graduation or interviews.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

The Faculty has numerous impactful projects in progress, some pertaining to research initiatives, but many relating to community engagement and societal interventions. Many alumni have been recruited as research associates and continue to work with us on projects.

TRANSFORMATION

As a post-apartheid institution, UJ is committed to transformation, and the Faculty of Humanities is well placed to create an inclusive, dynamic environment that facilitates both active recruitment and promotion. In 2024, 59,9% of all staff in the Faculty were black/designated staff and 62,3% were women. Only three staff (1,4%) were differently abled. There was a steady improvement of the proportion of black/designated professors (41,8%). A total of 60,2% of all professors were women. While the Faculty made progress in 2024, it is still seeking to build on gains and promote and recruit senior black scholars to further improve representativity at the senior scholar levels. At the Faculty management level, 81,25% of all heads of departments and schools were black/designated.

FACULTY GOVERNANCE AND RISK MANAGEMENT

The Faculty is managed by the Dean and Vice-Deans, and a few core committees – Dean's Committee, HR and Finance Committee, Faculty Higher Degrees Committee, Faculty Research Committee, Faculty Teaching



and Learning Committee, Faculty Internationalisation Committee, and Faculty Research Ethics Committee. Decisions are ratified and taken at the Board of Faculty, and further inputs are made at the Programme Working Committee. All the committees have functioned well, with a new committee (Community Engagement) being established.

In 2024, the Faculty's Risk Register was reviewed and revised with additional factors integrated. Greater attention was also paid to resource management with improved processes discussed with both the HRBP and FBP.

RESOURCE MANAGEMENT

The Faculty draws on UJ's infrastructure and resources and must thus ensure these are well managed and protected. For computers, regular engagement is maintained with the Information Communication Systems (ICS) Division. Levels of satisfaction as regards laptops are generally not high, so staff do report back on this intermittently. Offices are well maintained, but we reported a shortage of space on APK. The Faculty owns a Nissan Navara, which it maintains and uses for field trips (especially for the Palaeo-Research Institute).

SOCIETAL IMPACT AND SUSTAINABILITY

Below are a set of 12 impactful projects. Their links to teaching and learning (T&L), research (R) and community engagement (CE) are indicated.

UJ-African reclaimers organisation network: A university-civil society collaboration advancing environmental, social, and economic justice and sustainability (CE)

Colleagues have worked with reclaimers who salvage recyclables from rubbish bins and landfills. Recycling saves municipalities hundreds of millions of rands a year, and because of this, we have recycling rates comparable to some European countries. This has been a highly impactful and award-winning long-term project.

The Community of Practice (CoP) for social systems strengthening to improve child well-being outcomes (CE)

The Community of Practice (CoP) project makes use of an innovative digital Child Well-being Tracking Tool (CWTT), envisioned for the live collection and monitoring of multidimensional data, to assess children's well-being across six domains (education, psycho-social, nutrition, health, protection, and material well-being). This project has been continuing for years with reported improvements in child well-being in the relevant communities.

Ikhwezi Youth Multipurpose Centre (CE)

The organisation's work is anchored on four programmes: 1) Drug awareness and prevention; 2) Educational advancement and career awareness; 3) Audiovisual development and film screenings; and 4) Sport and recreation. This is a long-term initiative driven by UJ, which is substantially impacting the health and well-being of youth in this area.

Opportunity Knocks (T&L and CE)

Opportunity Knocks, a career exploration network, connects university students and high school learners to people in various industries to have interviews or attend job shadowing for a day. This initiative is designed to drive employability.

The Basic Package of Support (CE)

The programme aims to provide young people (aged 15 to 24) who are not in employment, education or training (NEET) with support to increase their life chances, by proactively offering them a well-targeted, holistic package of support, which helps them understand available pathways (back) into education, training, and work. This has been a highly impactful, long-term collaborative initiative.

21st-Century Skills Advocacy Group (T&L)

The Advocacy Group uses individual and collective agency to influence processes of implementing 21st-century skills. The Advocacy Group develops and engages with a set of shared 'priority future uncertainties', using Horizon Scanning as a Futures methodology, followed by identifying strategic advocacy initiatives.



Determining voter choice, SA 2024 National General Elections (R)

This study, using national surveys conducted in collaboration with Ipsos Public Affairs, sheds light on the socioeconomic and political dynamics influencing voter choices. The 2024 study was built on previous waves, conducted from 2017 to 2020. The research was exceptionally influential, given its accuracy, and received huge attention in the media. It was cited by government and featured across a range of publications, including *The Conversation* and *Daily Maverick*, and interviews were conducted by SABC News and SAfm.

Global transformation and social work practice (T&L and R)

The Global Transformation and Social Work Practice is a partnership bringing together four universities set to reshape social development theory and practice through a platform for collaboration between universities from the Global North and Global South. In 2024, it focused on key issues like poverty, racism, human rights, and the lasting impact of colonialism, encouraging new ideas and solutions in social work. By combining indigenous knowledge with global development goals, the project is credited with building new international perspectives on social work practice.

Immigrant and local micro-entrepreneurs in South African townships (R and CE)

This study is building longitudinal insights into the success of micro-enterprises owned by immigrants and nationals in South Africa. The research compares micro-entrepreneurs' experiences in three South African townships, examining their motivations, business strategies, challenges, and success. Through its innovative approach and practical focus, this research aligns with the broader goal of fostering inclusive, sustainable development in South Africa, ensuring its contribution to both theoretical advancement and real-world impact.

Technology transfer and culture in Africa (CE)

This project entails engaging in dialogue and building research as part of a network. In 2024, the Technology Transfer and Culture in Africa Conference and Workshop was held in collaboration with the Notre Dame AI Ethics Lab. The focus is on the necessity for technology transfer between the Global North and the Global South.

TESIECS: Towards enhancing sustainable and innovative environmental change solutions (T&L)

The TESIECS Intra-Africa mobility project, funded by the European Union (EU), is a partnership led by UJ (incorporating five universities). The project facilitates long-term and short-term student and staff mobilities among its African partner institutions to promote creative, locally contextual solutions to environmental challenges. The project is designed to facilitate capacity enhancement of academic, administrative and technical staff, and train cohorts of postgraduate students to be environmental thought leaders and sustainability champions.

A cohort and collective intervention: Doctoral communities of scholarship (T&L)

UJ leads a collaborative initiative (UCDP/DHET-funded) to strengthen doctoral training at six South African higher education institutions through a decolonial and collegial approach. A team of 45 supervisors is working with 90 doctoral candidates in the Humanities to improve thesis-writing and time to completion. In 2024, six research collectives were established, four supervisor workshops were hosted, six doctoral workshops were held, and UJ hosted a symposium and set up six research hubs (virtual and physical).

FINANCIAL MANAGEMENT

In 2024, the Faculty's finances were supported by two FBPs, Deborah Letseka and Khumoetsile Mmusi, as well as a finance manager, Zanab Meer. The finance manager supports the staff day-to-day queries and the FBPs ensure final approvals. The FBPs offered road shows and addressed the HODs and staff on financial governance. They also ensured that all budgets were scrutinised, and Faculty needs taken into account.

Fundraising initiatives

The Faculty of Humanities has always been strong in gaining research grants, but not successful with commercialisation. In 2024, we began to look at possibilities for ensuring that some entities could drive



a commercialisation agenda, and some could bring in funds through short learning programmes. The groundwork was laid in 2024 with some expectation that these initiatives would improve in 2025.

THE WAY AHEAD

In 2025, the Faculty will continue to prioritise excellence and innovation in teaching, research, internationalisation and community engagement. We will further integrate technology into the curriculum, strengthen our partnerships with industry, and promote inclusive and equitable learning environments for all students. We will strive to ensure that all staff publish and that our research is of the best quality. We will focus energies on strengthening global engagements and collaborations, joint programmes, and international fundraising. By embracing a culture of resilience and revision, we are confident that the Faculty of Humanities will continue to be a leader in all spheres within the University of Johannesburg and beyond.

Ten priorities identified for 2025

- Aligning the Faculty with UJ's new strategic objectives.
- Reviewing postgraduate programmes to ensure that they address cutting-edge issues.
- Improving retention and reducing dropouts.
- Generating new research agendas and niche areas.
- Building new strategies for soliciting grants and doing fundraising.
- Boosting finances: through short learning programmes and increasing third-stream income.
- Building solid relationships with high-impact international partners.
- Increasing international mobility opportunities for students.
- Making further gains in promotions and employment equity.
- Encouraging Faculty-wide strategies to increase graduate employability.

CONCLUSION

The Faculty of Humanities experienced a good 2024. Research, funding, and success rates improved. We drove internationalisation initiatives, invested in staff, facilitated transformation, built active committees, and encouraged public intellectual work on a wide range of topics. We began the process of opening up discussion on the value of developing short learning programmes. We celebrated exemplary performances of staff and students who attained awards and commendations. Our relevance as a Faculty of the future was assured.

At the same time, we addressed various problems and setbacks that we will work with conscientiously going forward: we need more interventions to enhance the social and psychological well-being of staff. We also need strategies to equip students in blended methodologies and self-directed learning. We need to improve and sharpen our many research and teaching agendas and prioritise strategies for graduate employability.

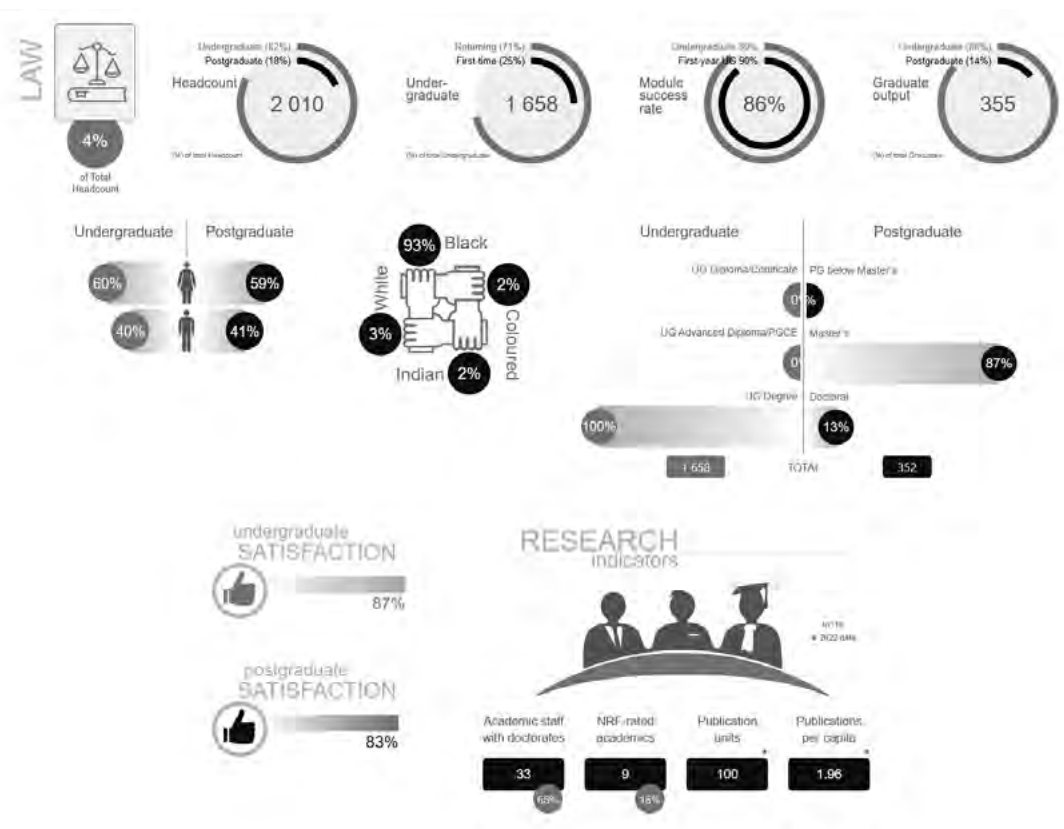


Kammila Naidoo (Prof)

Executive Dean:
Faculty of Humanities



Faculty of Law



INTRODUCTION

The year 2024 was marked by significant achievements for the Faculty of Law. Highlights include the launch of the innovative VR Court Game in July; the receipt of a USD 1 000 grant from Co-Impact Philanthropic Fund for a project aimed at developing a new generation of female legal leaders in Africa (iKamva Initiative); and the opening of the Mbodi Social Justice Centre in Limpopo in October. Each of these milestones depended on collaboration with other faculties, external stakeholders, or funders, as will be explained.



The commitment of staff and the dedication of students ensured that operations continued seamlessly despite a change in management.

STAFF

As of 31 December 2024, the Faculty had 50 academic and 30 professional support members of staff. Four staff members received UJ Long Service Awards for 20 years of service; one staff member was recognised for 30 years of service, and one staff member had completed 35 years of service.

Emeritus Professor Ig Rautenbach passed away in April. He was an inspirational scholar and a devoted mentor of younger academics, remaining active for many years after retirement.

Demographic profile

Academic staff

The academic staff complement was more stable than in the previous two years. One professor, one lecturer and one assistant lecturer joined the Faculty during the year, and one of our senior lecturers was appointed into a vacant associate professor position. One assistant lecturer resigned in April, and one associate professor and one lecturer resigned at the end of the year. Several vacancies remain.

Table 36: Seniority and gender of academic staff as of 31 December 2024

(excluding staff who left before 31/12/2024)

| | P (and DP) | AP | SL | L | AL | TOTAL |
|---------------|------------|-----------|-----------|-----------|----------|-----------|
| Female | 3 | 9 | 5 | 9 | 3 | 29 |
| Male | 8 | 2 | 5 | 4 | 2 | 21 |
| Total | 11 | 11 | 10 | 12 | 5 | 50 |

- 58% of the academic staff were female.
- 42% were from designated groups.
- 8% were international.
- 44% were associate professors and professors.
- 54,5% of the professors and associate professors were female (increased from 47,6%).
- 8% of the professors and associate professors were from designated groups.

Professional support staff

The professional support staff complement includes the Director of the UJ Law Clinic and five attorneys who supervise students doing work-integrated learning at the clinics. The Dean's executive secretary and a faculty officer resigned in the first half of the year and the position of Executive Dean became vacant at the end of August. The events coordinator was appointed as the Faculty's marketing coordinator. The office manager of the APK Law Clinic retired at the end of 2024 but has been retained on a temporary basis to ensure continuity during the recruitment of a new manager.

- 83% of the professional support staff were female.
- 70% were from designated groups.
- 3% were international.

Staff development

Staff members regularly participate in programmes to enhance their skills and knowledge to improve job performance and foster career growth.

Academic staff

During 2024, 29 academic staff members were on AAMP: 11 on Level 1; 11 on Level 2; and 7 on Level 3. Dr Sershiv Reddy and Dr Louis Koen completed the LLD degree. On 31 December 2024, ten academics were registered for doctoral qualifications, two assistant lecturers for the LLM degree, and one lecturer for a postgraduate diploma. In addition, the following staff development activities should be mentioned:



- Prof Juanitta Calitz – HELM Women in Leadership Programme
- Prof Franaaz Khan – U21 Global Leadership Programme
- Prof Martha Bradley – Future Professor Programme

Support members of staff

- Ms EM Booysen – Certificate in Information Technology – End-user Computing
- Ms M Banks – Digital Citizenship
- Ms M Seleka – Diploma Human Resources
- Mr M Mbuso – BA Honours Integrated Organisational Communication
- Ms P Pullen-Lalla – Certificate in Information Technology – End-user Computing
- Ms PA Magongoa – MBA
- Adv M Royan – MBA

NRF-rated researchers

The number of NRF-rated researchers in the Faculty dropped to nine. This is due to resignations as well as to lapsed ratings. One new C rating was awarded with effect from 1 January 2025 to Prof Jenny Hall. Colleagues are encouraged to apply for ratings, and in addition to the UJ initiatives to support rating applications, the Faculty included a session in its 2024 Research Indaba on planning a research career for NRF rating. Two new applications were submitted in the 2025 call and several staff members have indicated that they will apply in the 2026 call.

Recognitions

The VR Court Game, developed in conjunction with JBS, was recognised by Business Tech Africa as the African Tech Innovation of the Year 2024.

Special recognition of the expertise of individual staff members includes the following:

- Prof David Bilchitz was appointed by President Ramaphosa as an acting justice of the Constitutional Court.
- Dr Meghan Finn received the Vice-Chancellor's Distinguished Award in the category Most Promising Young Teacher.
- Dr Cayle Lupton was appointed as Chairperson of the Banking Commission of the International Chamber of Commerce South Africa (ICCSA).
- Prof Juanitta Calitz was appointed as board member of the Stichting Bob Wessels Insolvency Law Collection at Leiden University in the Netherlands.
- Ms Nicole Deokiram was appointed as the Chairperson of the Commission for Employment Equity.
- Prof Martha Bradley was again invited to offer training in the flagship, IHL Advanced Course, at the prestigious International Institute for Humanitarian Law in San Remo, Italy. She is the only woman on the teaching staff for this course and the only presenter from the Global South.
- Prof Jean Sonnekus was awarded the 2024 Afrikaanse Taal- en Kultuurvereniging (ATKV) SA Academy Prize for his 2022 article on the discretionary power of a divorce court to order a redistribution of assets of the spouses.
- Prof Eesa Fredericks was re-elected to the Governing Council of UNIDROIT for the period 2024-2028, after being recommended in this regard by the outgoing South African Minister of International Relations and Cooperation, Ms Naledi Pandor. Prof Fredericks remains the sole voice from Africa on the Governing Council.

TEACHING AND LEARNING

Teaching in the Faculty is split between teaching traditional law modules to law students and teaching the in-service modules offered to non-law students registered for diploma and degree programmes in other faculties. Continuous education programmes are offered through the Faculty's Division for Non-subsidised Programmes.

Enrolment and student profiles

The total headcount for the Faculty's formal undergraduate and postgraduate programmes in 2024 was 2 010. While the undergraduate headcount saw a slight decrease (1 658 compared to 1 661 in 2023), the postgraduate headcount increased by 23,9% from 284 to 352.



The demographic and gender profile of our students is presented in the infographic at the start of the summary. The female/male split is approaching 60/40 at undergraduate as well as postgraduate level. Attracting international students remains a challenge due to the domestic nature of the legal system and the territorial approach to regulating access to the legal profession.

Undergraduates and postgraduates

Graduate output in the Faculty increased by 21% from 294 in 2023 to 355 in 2024. The ratio of postgraduate output increased from 12% to 14% of the total graduate output. The Faculty conferred 304 undergraduate and 51 postgraduate degrees.

Student access KPIs, and support for students

A total of 378 of the first-time entering law students who registered in 2024 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).

Support for students is a top priority for the Faculty. In 2024, the Faculty introduced catalytic initiatives to improve student success indicators. Regular review of student performance enabled us to identify underperforming students and track their progress. There was an academic literacy intervention to improve writing and reading skills. We optimised the use of peer-assisted learning through the integrated tutor programme, which focused on developing academic and critical legal writing skills and structuring logical arguments. We enhanced the use of revision lectures, developed strategies to improve attendance of lectures and tutorials, and ensured lecturers were properly trained on the use of the new LMS. These initiatives have had promising results: the module success rate increased by 5% to 86%, the undergraduate module success rate increased by 6% to 89%, and the first-year module success rate increased to 90%. The dropout rate has decreased, and we expect that these efforts will, in due course, have a beneficial impact on completion in minimum time.

The Faculty granted 46 internal bursaries to academically deserving postgraduate students to support their tuition fees. The bursary amounts ranged from R2 150 to R35 095, with a total disbursement of R612 065.57.

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 are recognised for academic achievements as well as for 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. In 2024, 78 students were recognised, and monetary awards totalling R160 800 were made to 58 students, with the others receiving book prizes, trophies and certificates.

Students are further supported through the distribution of non-perishable food, toiletries and clothes. A wardrobe of donated office wear enables final-year LLB students to dress appropriately for their work-integrated learning in the Law Clinic.

Orange Carpet recruitment and conversion to UJenius members

The Faculty of Law actively involves itself in identifying top-performing matric students, including through school visits. These students are then invited to be part of the institution's on-campus Orange Carpet experience where they meet with fellow top performing students from across the country and engage with Faculty staff on the advantages of being a UJ Law student. In 2024, the Faculty had 293 Orange Carpet students.

After first-year registration, the Orange Carpet members become UJenius Club members. The students need to achieve an average of 75% on the full course load with no module below 70% for them to keep the membership. The Faculty had 41 UJenius senior students.

Programmes

The subsidised programmes of the Faculty have remained unchanged, but we continued expanding on the use of new technologies, such as virtual realities (VRs), artificial intelligence (AI) and machine learning to support learning. The online academic tutoring programme, the Faculty of Law Online Academic Tutor (FLOAT), houses several technological innovations.



A highlight was the launch in July 2024 of the VR Courtroom Game, a teaching innovation funded by the UJ Teaching Innovation Fund and the Faculty of Law and developed in conjunction with Prof Ade-Ibijola of JBS. This innovation creates a dynamic and immersive learning experience where students are exposed to a realistic scenario raising complex legal issues from a variety of subdisciplines they study at different year levels. Through gamification, the student assumes the role of a lawyer litigating on behalf of a client, and the outcome is determined by the student's decisions. The gap between theory and practice is bridged through artificial intelligence and virtual reality, creating a real-life experience when VR goggles are used. It is also possible to play the game on a desktop. The VR Courtroom Game has drawn considerable attention from within UJ, from outside stakeholders and in national and international media. It has commercialisation potential. The VR Courtroom Game is the first project of its kind on the African continent and was recognised by Business Tech Africa as the African Tech Innovation of the Year 2024.

Updates to the LawBot (a chatbot messenger system) for the Law of Contract module were also finalised in 2024, again with a grant from the UJ Teaching Innovation Fund.

Efforts to improve student employability are ongoing. In addition to the work-integrated learning in the UJ Law Clinic, students are exposed to guest lectures by practitioners, placements for vacation work and internships, and CV writing workshops. Tutorship and mentorship opportunities in the Faculty also contribute significantly to the employability of our graduates. Despite these efforts, the percentage of graduates in employment within 12 months of graduation declined from 85,9% in 2023 to 77,6% in 2024. In addition to prevailing employment market conditions, the recent amendments to the Legal Practice Act, which prevents international students from practising law in South Africa, would have had some impact on the overall percentage.

The Division for Non-subsidised Programmes within the Faculty of Law is a dynamic hub for innovative legal education, offering a diverse portfolio of non-subsidised short learning programmes and fully accredited courses tailored to individual learning preferences and career aspirations.

Quality control

Regarding teaching and learning, the Executive Dean's Committee, which is the governance committee of the Faculty of Law, provides a framework for the proper coordination of the academic coherence and integrity of programmes. The HODs deal with issues relating to the delivery (quality management of programmes) and the integrity of the programme offering. The Faculty's quality management of teaching and learning covers a number of aspects, for example, ensuring that the various components of the Faculty's quality assurance systems operate effectively and efficiently. These components provide support to the Faculty of Law Teaching and Learning Committee (FTLC), encourage student evaluation of teaching and learning, promote the use of moderation of assessments, review student performance, encourage authentic or deep and experiential learning, and support a tutoring programme or system that is integrated into teaching and learning (the integrated tutoring programme).

Moot Court participation

The Faculty continues to drive excellence in national and international mooting, showcasing the talent and dedication of its students while enhancing their preparedness for legal practice. Our UJ Moot Court team earned the award for Best Respondent Memorial at the renowned 2024 Foreign Direct Investment (FDI) International Arbitration Moot Court Competition held in Berlin, Germany. The FDI Moot is the world's largest investment arbitration competition, attracting participation from over 100 universities worldwide. A UJ team also emerged as the overall winners of the Kader Asmal Moot Court Competition hosted by the University of the Western Cape (UWC) in Cape Town, in addition to winning the award for the best heads of argument. Our moot court coach, Dr Louis Koen, is increasingly being recognised for his expertise in mooting and was included in the Mail & Guardian's Top 200 Young South Africans in Education in 2024.

Internal and external moot court opportunities also contribute to employability. In 2024, a further mooting opportunity was made available through an event in collaboration with a prominent legal firm, ENS Africa. The moot allowed eight final-year LLB students to argue employment law cases in a simulated court environment hosted at ENS Africa's Johannesburg offices. This initiative not only enhanced students' practical legal skills but also fostered connections between UJ students and Africa's leading legal practitioners, offering a platform for mentorship and professional exposure.



RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

During 2024, 87 research output units were published and approved for DHET submission in 2025. These output units include important book projects, such as Van Eck and Domingo: *The Business of Higher Institutional Education: Integrating Academic Freedom, Pedagogical Approaches, and Constitutionalism* (2024, UJ Press), a SoTL publication contributing mainly to SDG 4: Quality Education; Möllers and Van der Linde: *On the Fourth Industrial Revolution: Legal Perspectives from Germany and South Africa* (2024, UJ Press and Nomos (Germany)), focusing on law and 4IR, but also contributing to various SDGs, including SDG 16.

Conferences arranged by research structures in the Faculty are dealt with in a different section. An important seminar, addressing SDG 3: Good Health and Well-being, and SDG 16: Peace, Justice and Strong Institutions, was held in collaboration with the Centre for Social Development, Faculty of Humanities, on 30 July 2024, entitled 'Mechanisms towards safeguarding Children's Rights in South Africa – An International Perspective'.

Visiting academics

The Faculty now has four distinguished visiting professors. This follows the appointment in December 2024 of Judge Dire Tladi of the International Criminal Court, and of Prof Sandesh Sivukamaram, Professor of International Law at the University of Cambridge, Director of the Lauterpacht Centre for International Law, and Fellow of St Edmund's College, Cambridge. Both these DVPs are hosted at SARCIL (see below).

The Faculty has five visiting professors, 14 senior research associates, 23 research associates and eight postdoctoral research fellows. Prof Ben Davy, who made a distinct contribution to the Faculty as visiting professor, passed away in January 2025.

Research structures

NRF SARCIL

The NRF South African Research Chair in International Law (SARCIL) continued to foster several strategic partnerships during 2024. One of these is the partnership with the Southern African branch of the International Committee of the Red Cross (ICRC). In 2024, UJ became the first African university to contribute to the ICRC's project IHL (International Humanitarian Law) in Action, which monitors compliance with IHL.

Several public lectures were held during 2024, the highlight of which was the Third John Dugard Lecture in International Law on 'International Law as Responsibility and Courage', organised jointly by SARCIL and the South African branch of the International Law Association, on 7 November 2024.

SAIFAC

The South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC) continued its important role in stimulating academic engagement in 2024. The key highlight was its conference on 'Democracy, Exclusion and Participation' on 10 and 11 June 2024. The issues relating to citizenship, non-citizens' rights, and refugees are clearly both topical and highly contested across the continent. They intersect with several SDGs and the global compact on refugees. There was a real desire to publish the results of the conference, and SAIFAC is currently working on a book proposal to publish these outputs through the UJ Online Press. The conference was sponsored by the Konrad Adenauer Foundation, which continues to be a source of financial assistance and support to SAIFAC in its work.

Centre for Banking Law

The Centre for Banking Law had a successful year in which industry engagement and capacity building were prioritised. Several events were organised throughout the year, drawing a wide range of stakeholders, including academics, lawyers, banking and finance professionals and regulators with the aim of contributing meaningfully to developments in the banking and finance legal landscape. These events include public lectures, stakeholder engagements and the flagship conference, the Annual Banking Law Update. At the beginning of 2024, the Centre undertook to enhance its research and supervision capacities. Consequently, five research associates, one senior research associate and one postdoctoral research fellow were appointed. These appointments serve to promote the Centre's national and international profile as a leading Centre on banking and finance law.



RCPILEC

The Research Centre for Private International Law arranged an international conference on 'Developments in African Private International Law, with a particular focus on the work of the HCCH and OHADA' on 30 September to 2 October 2024. Representatives of The Hague Conference on Private International Law and the Organisation for the Harmonisation of Business Law in Africa (OHADA) attended, together with academics from Brazil, Cameroon, the Democratic Republic of Congo, France, Ghana, Japan, Portugal, Switzerland, Tunisia, the United Kingdom and the United States of America.

The open access mass data project on choice of law in international commercial contracts with the University of Lucerne continues with the support of the Swiss National Research Fund. Two PDRFs are involved in the administration of the African section of the project. The following senior academics were appointed as senior research associates: Prof R Dias (Portugal), Prof T Kruger (Belgium), and Prof C S A Okoli (Nigeria/UK).

CICLASS

The Centre for Comparative Labour and Social Security Law (CICLASS) is contributing to social justice and decent work through the following projects that contribute to the realisation of SDGs 8 and 10: a research project on labour migration for the International Labour Organization (an award which generated a third-stream income of USD 31 000 in 2023); model legislation for the African Commission on informal economy workers in Africa; legal assistance to domestic workers with retrospective compensation claims (to 1994) for occupational injuries and diseases following a Constitutional Court judgment declaring their exclusion from COIDA unconstitutional; and work on the extension of legal and social protection to reclaimers in South Africa.

iKamva Initiative

The Co-impact Gender Fund provided funding for a grant proposal project, 'Developing a New Generation of Women Legal Leaders in Africa'. The project focuses on black women (academics and students) since they experience greater barriers within the legal profession. We are approaching the project through a gender justice and intersectionality lens. The design phase of this project, which was awarded a USD 500 000 grant from the Co-Impact Philanthropic Fund, was completed in May 2024. The prospectus and clarifying responses were then accepted by Co-Impact and the grant contract for the implementation stage, involving funding of USD 1 million, was signed in September 2024.

The Faculty of Law is the lead organisation, and it has partnered with the South African Chapter of the International Association of Women Judges (SAW-IAWJ), Women in Law South Africa (WOZA), and Mapongwana Attorneys Inc. The aim of this project is to increase the number of black females in leadership in the legal profession using a systems-change approach. The project will include interventions, such as a mentorship programme, workshops, and the development of a metaverse. Intensive engagements with different stakeholders have been held.

PARTNERSHIPS, STAKEHOLDERS, AND COMMUNITY ENGAGEMENT

The Faculty added to its existing partnerships by establishing an international collaborative initiative between the University of Johannesburg Law Clinic (UJ Law Clinic – Johannesburg) and the Legal Clinic of the Faculty of Law and Administration, University of Gdansk (FLAUG Legal Clinic – Poland). Physical and virtual exchange opportunities were arranged. On the Pan-African front, CICLASS negotiated collaborations with the Labour Institute of Zambia in partnership with Midlands Labour Academy Zambia Limited, with the University of Nicosia, Cyprus, and Africa (UNICAF) Zambia, and with the South African Department of Employment and Labour.

The Faculty also did groundwork for new MOUs with Southwest University of Political Sciences and Law from China, aligning with the focus on Global South cooperation; with South Denmark University (an interdisciplinary effort involving also the UJ Faculty of Humanities); with American University Washington College of Law; and with the University of Graz in Austria.

Student exchanges with Cornell Law School continued and the Faculty was able to give effect, for the first time, to an existing MOU with the Law Faculty of Bielefeld University in Germany by selecting three postgraduate students who will be spending four months in Bielefeld in 2025. The Faculty participated in an Africa-by-Bus outreach to Namibia. Several successful virtual inbound and outbound student mobility events were held.



The Faculty's main community engagement project is its Law Clinic, which serves indigent members of the community, providing access to justice, while also equipping our students with practical legal skills. It contributes to the realisation of SDG 4 as well as SDG 1 and SDG 16.

The launch of the Mbodi Social Justice Centre in Limpopo further cemented the Faculty's commitment to social justice and impact. It will improve access to civic and social services by assisting persons to obtain birth certificates and identification cards as well as submitting applications for social grants. The construction of the Centre's office was made possible by a generous donation in kind by MNS Attorneys. Since its launch in October 2024, the Centre has hosted a community crime awareness day in conjunction with the SAPS, and the community has further had the opportunity to obtain legal advice from attorneys of the UJ Law Clinic. The venue is also availed to the local community for educational and social initiatives.

ALUMNI AND STAKEHOLDER ENGAGEMENT

The Faculty of Law Affinity Group partnered with the UJ Alumni Office to host a virtual engagement, entitled 'Justice Journey: Reflecting on 30 Years of Democracy' in May 2024. All the panellists were alumni of the Faculty from various sectors of the legal profession.

A sponsor's breakfast was held in October to showcase the Faculty and thank sponsors who contributed to various Faculty initiatives.

TRANSFORMATION

The Faculty is committed to transformation. Black South Africans are underrepresented in the academic staff complement, especially at senior and faculty management levels. Addressing this is one of the priorities in the recruitment of academics as well as Faculty leadership. The Faculty fares better when it comes to gender representation, including the ratio of females occupying the rank of associate professor and professor, where more than half of the staff are women.

The underrepresentation of particularly black women in leadership positions remains a problem in the legal profession. The iKamva Initiative for which the Faculty of Law is the project lead, aims to address this challenge by developing a new generation of female legal leaders.

FACULTY GOVERNANCE AND RISK MANAGEMENT

The Executive Dean's Committee, which operates within the policies of UJ, is the management committee of the Faculty. As the Faculty of Law is a small faculty relative to the other faculties in the University, the Executive Dean's Committee of the Faculty operates as the governance committee in respect of matters not specifically allocated to other committees. This Committee deals with matters related to, among others, the quality of teaching and learning, research, ethics or ethical matters, academic matters, staff matters, the risk register, community service, transformation, and departmental matters. This system works well, since the executive dean, vice-deans, head of faculty administration and all the heads of department are members of the Executive Dean's Committee.

The Faculty maintains a risk register, which is regularly reviewed and updated. The Faculty is audited by the University's external auditors.

RESOURCE MANAGEMENT

The Faculty strives to manage its various resources responsibly to enable it to achieve its targets and promote the UJ strategy. Addressing the shortage of academic human resources is a priority. The Faculty is also under pressure for office space, particularly in the Law Clinic where the increased final-year student numbers mean that additional workstations and computer equipment need to be secured.

SOCIETAL IMPACT AND SUSTAINABILITY

The Faculty of Law is committed to embedding the UN SDGs into its teaching and learning, its research, and its community engagement. Its 2024 activities are linked to 13 of the 17 SDGs in the following ways:

- **SDG 1** – Bursaries; food parcels; Law Clinic; Mbodi Social Justice Centre.



- **SDG 2** – Bursaries; food parcels.
- **SDG 3** – Five publications; seminar on children’s rights and in particular advocating for safe infant abandonment, which reduces infanticide.
- **SDG 4** – Nine publications; the teaching practices and innovations in the Faculty, including embedding SDGs in curricula.
- **SDG 5** – Two publications; the development of female academics, particularly for leadership; the iKamva Initiative funded by Co-Impact Philanthropic Fund aimed at developing a new generation of black female legal leaders.
- **SDG 8-10** – Publications; the ILO-funded research on migration; CICLASS domestic worker project; Law Clinic.
- **SDG 9-16** – Publications.
- **SDG 10-15** – Publications; the ILO-funded research on migration; the iKamva Initiative funded by Co-Impact Philanthropic Fund aimed at developing a new generation of black female legal leaders.
- **SDG 11**– Three publications.
- **SDG 12**– Four publications.
- **SDG 13**– Seven publications; LLM module in Environmental Law.
- **SDG 16**– 16 publications; Law Clinic; SARCIL initiatives on International Humanitarian Law.
- **SDG 17**– Nine publications; various collaborations and partnerships; SARCIL initiatives on International and International Humanitarian Law.

FINANCIAL MANAGEMENT

The Faculty’s finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes such as supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building international relations, marketing the Faculty, and for the continuous improvement of the Law Library.

FUNDRAISING INITIATIVES

The Faculty continues to support grant applications. It also draws on its network of industry contacts to support students and community engagement initiatives.

The Division for Non-subsidised Programmes (NSP) within the Faculty of Law is a dynamic hub for innovative legal education, offering a diverse portfolio of non-subsidised short learning programmes and fully accredited courses tailored to individual learning preferences and career aspirations, while providing third-stream income.

To achieve its revenue targets and expand its reach, the Division has implemented a robust marketing strategy, actively promoting its programmes through targeted social media campaigns, adverts in legal journals, and on other relevant channels, ensuring visibility and accessibility to a broad audience. This proactive approach enhances the Division’s reputation and supports its mission to make high-quality legal education available to a wider demographic. The NSP Division contributes significantly to the University’s strategic, academic and financial goals, while shaping the future of legal training and professional development. During the year under review, the NSP Division generated a turnover of R42.2 million as compared to R37 million the preceding year and realised a profit of R18.1 million for the Faculty. More than R1 million of this revenue is applied annually to fund the operations of the UJ Law Clinic.

THE WAY AHEAD

The Faculty of Law will continue to build and strengthen the existing retention and succession plans, and transformation/mentorship initiatives within the Faculty. We are committed to creating an institutional culture of research excellence, teaching and learning excellence, and student and staff wellness. The Faculty will continue to collaborate with the relevant university structures to improve the success, throughput, and on-time completion rates in its undergraduate, postgraduate, and continuing education programmes. The



Faculty will continue to serve its students and provide them with an academic home that allows them to thrive and reach their full potential.

We aim to increase research output by developing internal research capacity, focusing on special appointments, hosting more PDRFs and incentivising students to publish. The Faculty will also continue to build on existing relations with local and international partners in our quest to be a Faculty of Law of choice on the African continent. The achievements of the Faculty of Law are attributable to the hard work, dedication, and resilience of the members of the Executive Dean's Committee, academic and support staff members, members of support units and structures within UJ, students, friends, partners, and alumni of the Faculty.

Kathleen van der Linde

Kathleen van der Linde (Prof)

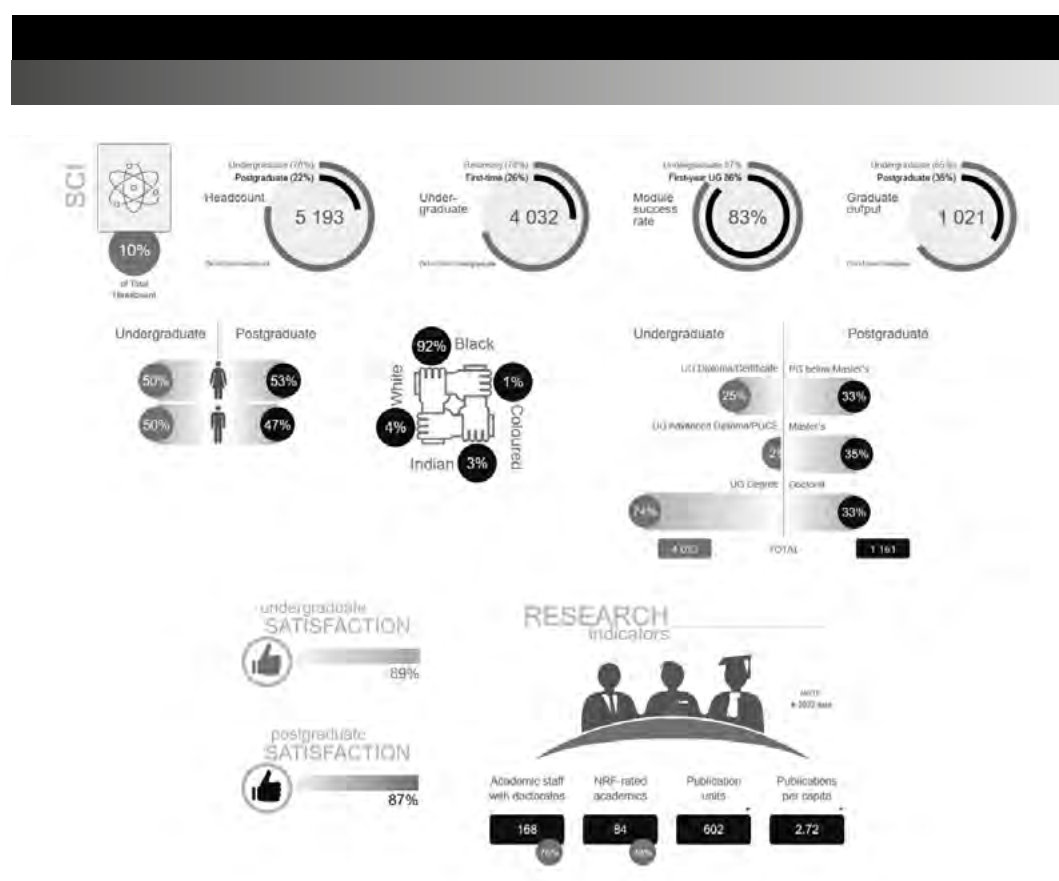
Executive Dean:

Faculty of Law

(Acting)



Faculty of Science



INTRODUCTION

In 2024, the Faculty of Science created, applied, and disseminated new knowledge to advance the pure and applied sciences in academia and society. This was achieved despite the constraints of load shedding, water and staff shortages, and the increasing costs of teaching and laboratory consumables.

Pursuing our vision of a dynamic faculty where new knowledge, leading scientists and technologies are developed through innovation, the Faculty of Science deployed the available scientifically skilled human resources. Excellence and stature were enhanced through committed efforts to create an environment conducive to excellence in teaching and learning, research and innovation while serving our community through various projects enhancing societal impact.



The University of Johannesburg (UJ) was ranked highly by the top international university rankings agencies, and the Faculty of Science contributed significantly by extending the footprint of many disciplines (Table 37). Numerous subjects were ranked in the various ranking systems: GRAS (3), QS (4), THE (3), BGUR (7), and URAP (7). Subjects ranked in the top five in South Africa, namely, Earth Sciences, Chemistry, Computer Science, and Physical Sciences, were each ranked number 1 in South Africa in one of the five ranking systems. Some subjects have improved their global ranking, although their South African ranking has stayed the same.

Table 37: International rankings (unless otherwise stated these are rankings of disciplines within South Africa)

| GRAS ¹ | QS ² | THE ³ | BGUR ⁴ | URAP ⁵ |
|--|---|---|--|--|
| Earth Sciences 151-200 #1 in SA | Biological Sciences 601-650 #6 in SA | Life Sciences 301-400 #3 in SA | Chemistry 196 #1 in SA | Geology 275 #3 in SA |
| Geography 101-150 #2 in SA | Physics and Astronomy 501-550 Joint #4 in SA | Computer Science 401-500 #1 in SA | Geosciences 281 #3 in SA | Earth Sciences 333 #3 in SA |
| Ecology 301-400 #7 in SA | Environmental Sciences 351-400 #5 in SA | Physical Sciences 301-400 #2 in SA | Physical Sciences 338 #3 in SA | Chemical Sciences 411 #2 in SA |
| | Chemistry 451-500 Joint #2 in SA | | Physics 311 #3 in SA | Environmental Sciences 237 #5 in SA |
| | | | Plant and Animal Science 437 #6 in SA | Physical Sciences 588 #6 in SA |
| | | | Environment/ Ecology 265 #4 in SA | Mathematical Sciences 498 #1 in SA |
| | | | Computer Science 442 #1 in SA | Biological Sciences 556 #6 in SA |

¹ Global Ranking of Academic Subjects (GRAS)

– The Shanghai's Subject Rankings

² Quacquarelli Symonds (QS) Subject Rankings

³ Times Higher Education (THE) Subject Rankings

⁴ US News & World Report's Best Global Universities Rankings (BGUR) – Subject Rankings

⁵ University Ranking by Academic Performance (URAP) Field Based Ranking

⁶ SSC operates from SWC once a week.

STAFF

Staff were distributed over the DFC (28%) and APK (72%) Campuses (Table xx).

Table 38: Staff distribution per campus in 2024⁶

| CATEGORY | | APK | DFC | TOTAL |
|------------------------------------|-----------|-----|-----|-------|
| Academic 75,1% | Permanent | 129 | 55 | 184 |
| | Contract | 16 | 3 | 19 |
| | Temporary | 19 | 11 | 30 |
| Administrative 10,4% | Permanent | 30 | 5 | 35 |
| | Contract | 3 | 1 | 4 |
| | Temporary | 7 | 3 | 10 |



| CATEGORY | | APK | DFC | TOTAL |
|------------------------|-----------|-----|-----|-------|
| Workshop and Technical | Permanent | 28 | 13 | 41 |
| | Contract | 1 | 1 | 2 |
| | Temporary | 5 | 1 | 6 |
| TOTAL | | 238 | 93 | 331 |

Academic staff constituted 70,4%, support staff, including research, technical and administrative staff, the remaining 29,6% (Tables 39, 40).

On 31 December 2024, 31 positions (zero admin, 4/36 technical, 27/164 academic) were vacant in the Faculty. This amounts to 10% overall (0% admin, 11% technical, 16,5% academic). Some senior academic positions have been vacant for four years, placing a heavy burden on the remaining staff.

Table 39: Proportion of academic staff vs support staff

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------|------|------|------|------|-------|-------|
| Academic | 68% | 72% | 71% | 72% | 70,5% | 70,4% |
| Support | 32% | 28% | 29% | 28% | 29,5% | 29,6% |

Currently, 98,91% of the Faculty's permanent academic staff have either a master's or doctoral degree and 81,52% of them hold a PhD. This figure has increased by 4% in the last five years. In 2024, eight full-time (permanent, contract and temporary) staff members registered for further studies and a further 41 full-time (permanent, contract and temporary) staff members continued with their studies. The Faculty currently has 10 staff members who were previously employed as assistant lecturers. Programmes such as the New Generation of Academics Programme (nGAP) and the Accelerated Academic Mentorship Programme (AAMP) are also assisting with developing staff. There are currently 53 staff members on AAMP and five nGAP appointments; in 2024, 87% (47/53) of the AAMP participants and 80% (4/5) of the nGAP positions were filled with designated staff.

Table 40: Qualification profile of permanent academic staff

| QUALIFICATION | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------|--------|--------|--------|--------|--------|--------|
| D degree | 77,42% | 76,17% | 79,58% | 79,79% | 72,11% | 81,52% |
| M degree | 21,51% | 22,28% | 18,85% | 18,62% | 25,13% | 17,39% |
| TOTAL | 98,93% | 98,45% | 98,43% | 98,41% | 97,91% | 98,91% |

Table 41 presents the demographic profile of permanent and fixed-term contract academic staff members according to population groups including international staff. Since 2020, there has been a 10,34% increase in designated, permanent, South African academic staff. Of the 14 permanent academic appointments made in 2024, 12 (86%) were from designated groups.

Table 41: Demographic breakdown of permanent and fixed-term designated academic staff including international staff

| | INTERNATIONAL AND SOUTH AFRICAN (PERMANENT STAFF) | DESIGNATED SOUTH AFRICAN (PERMANENT STAFF) | INTERNATIONAL AND SOUTH AFRICAN (INCLUDING FIXED-TERM CONTRACTS) | DESIGNATED SOUTH AFRICAN (INCLUDING FIXED-TERM CONTRACTS) |
|-------|---|--|--|---|
| 2020* | 118/193 = 61,39% | 81/193 = 41,97% | 132/224 = 58,92% | 91/224 = 40,63% |
| 2021* | 121/191 = 63,35% | 83/191 = 43,46% | 138/220 = 62,73% | 93/220 = 42,27% |



| | INTERNATIONAL AND SOUTH AFRICAN (PERMANENT STAFF) | DESIGNATED SOUTH AFRICAN (PERMANENT STAFF) | INTERNATIONAL AND SOUTH AFRICAN (INCLUDING FIXED-TERM CONTRACTS) | DESIGNATED SOUTH AFRICAN (INCLUDING FIXED-TERM CONTRACTS) |
|--------------|---|---|---|---|
| 2022* | 122/188 = 64,89% | 93/188 = 49,47% | 134/212 = 63,21% | 100/212 = 47,17% |
| 2023* | 135/191 = 70,68% | 95/191 = 49,74% | 150/216 = 69,44% | 106/216 = 49,07% |
| 2024* | 124/184 = 67,39% | 95/184 = 51,63% | 138/198 = 69,97% | 103/203 = 52,02% |

*As of 2019, country of birth information is also used to determine designated status.

Tables 42 and 43 show an overview of the racial profile of all permanent academic staff (xx) and permanent and fixed-term contract staff (43).

The gender profile has shown a pleasing increase. In 2019, 34,94% of the permanent academic staff were female. In 2020, the number dropped to 65/193 (33,68%), and in 2021 to 31,41%. In 2022, it increased to 33,13%, in 2023 to 35,07%, and a further 2% increase in 2024 to 37%. It appears that actions taken, such as preference for female candidates for vacant positions, have turned this around and the number of female staff is again on the rise.

Table 42: Overview of permanent academic staff*

| RACE | LECTURER | | SENIOR LECTURER | | ASSOCIATE PROFESSOR | | PROFESSOR | | TOTAL |
|-----------------|-----------|-----------|-----------------|-----------|---------------------|----------|-----------|-----------|------------|
| | M | F | M | F | M | F | M | F | |
| Black | 30 | 14 | 14 | 8 | 15 | 4 | 7 | 6 | 98 |
| Coloured | 3 | 3 | 1 | 1 | 1 | 0 | 4 | 0 | 13 |
| Indian | 4 | 0 | 4 | 0 | 1 | 1 | 1 | 2 | 13 |
| White | 5 | 8 | 8 | 7 | 12 | 3 | 13 | 4 | 60 |
| TOTAL | 42 | 25 | 27 | 16 | 29 | 8 | 25 | 12 | 184 |

* See Table 44 for South African citizens at the L level and above.

** Table 43 includes information on both South African and international staff.

Table 43: Overview of ALL academic staff (permanent and fixed-term contract)

| RACE | LECTURER | | SENIOR LECTURER | | ASSOCIATE PROFESSOR | | PROFESSOR | | TOTAL |
|-----------------|-----------|-----------|-----------------|-----------|---------------------|----------|-----------|-----------|------------|
| | M | F | M | F | M | F | M | F | |
| Black | 32 | 15 | 14 | 7 | 15 | 4 | 9 | 6 | 102 |
| Coloured | 3 | 4 | 1 | 1 | 1 | 0 | 4 | 0 | 14 |
| Indian | 5 | 0 | 4 | 1 | 1 | 1 | 3 | 2 | 17 |
| White | 5 | 8 | 8 | 7 | 12 | 3 | 16 | 6 | 65 |
| TOTAL | 45 | 27 | 27 | 16 | 29 | 8 | 32 | 14 | 198 |

Table 43 includes information on both South African and international staff.

Table 44 shows the percentage of designated (South African born, South African nationality) and female permanent staff at senior lecturer, associate professor, and professor level. The number of female senior



lecturers increased from 35% in 2023 to 37% in 2024, while the number of associate professors increased from 21% to 27%; in the case of designated female full professors, the number has increased from 15% to 29% of the staff complement. The pipeline of designated female lecturers and senior lecturer staff looks promising.

In 2017, permanent full professors constituted 12,8% (22/172) of the permanent staff. After an increase in 2020 to 20,2% (39/193) and slightly to 20,9% (40/191) in 2021, in both 2022 and 2023, it decreased to 17,8% (36/202) and 16,6% (30/180), respectively. However, 2024 saw a slight but welcome increase in permanent full professors to 20,11% (37/185). This is despite retirements and resignations as well as the redeployment of senior staff in university management structures.

Table 44: Percentage designated (South African born, South African nationality) and female permanent academic staff

| | LECTURER | SENIOR LECTURER | ASSOCIATE PROFESSOR | PROFESSOR | TOTAL |
|--------------------------|-------------|-----------------|---------------------|-------------|---------------------|
| Female | 25/64 = 39% | 13/35 = 37% | 7/26 = 27% | 9/21 = 43% | 54/146 = 37% |
| Designated | 52/64 = 81% | 20/35 = 57% | 13/26 = 50% | 10/21 = 48% | 95/146 = 65% |
| Designated Female | 17/64 = 27% | 6/35 = 17% | 4/26 = 15% | 6/21 = 29% | 33/146 = 23% |

This table does not include the position of the Executive Dean.

For our research output, we also use fixed-term contract staff, including (distinguished) visiting professors. Such visiting academic staff are not included in the staff numbers reflected here.

Build your own timber initiatives, like the nGAP, Assistant Lecturers Programme (AL), and the AAMP, contributed to the increased numbers and seniority of designated academic staff in 2024, whereas redeployment of senior female staff within UJ reduced the number in the Faculty.

NRF-rated researchers

There were 84 NRF-rated researchers; 3 A-rated, 25 B-rated, 40 C-rated, and 16 Y-rated. Six were rated for the first time in 2024 and four improved their ratings. The total is an increase from the 80 rated researchers reported in 2023. Of particular note is the large number (33%) of rated staff with A and B ratings, attesting to their internationally recognised standing.

Impact factors Scopus, Google Scholar

In Google Scholar, the Faculty contributes 32 of the 60 highest-ranking scholars at UJ; these scholars were cited more than 40 000 times. The top five are Profs Soebur Razzaque (46 437 citations), Jan Kramers (29 984 citations), Michael A. Henning (21 959 citations), Ben-Erik van Wyk (20 377 citations) and the late Nic Beukes (19 341 citations).

According to their Scopus profiles, the most cited researchers in the Faculty during the past five years were Profs Suprakas Sinah Ray with 4 847 citations (h-index 83), followed by Mike Henning with 4 031 citations (h-index 42), Soebur Razzaque with 3 654 (h-index 30), Olaniyi Fawole with 2 745 (h-index 44), and Philiswa Nomngongo with 2 597 (h-index 59). A total of 25 researchers attained more than 750 citations during this period.

Considering the Scopus citations further, nine of the UJ top 50 (18%) (in the past five years) were in the Faculty of Science. Similarly, in the UJ top 500, a total of 92 (18%) were in the Faculty of Science, and 21 (23%) of those are female. Of the female subgroup, 12 (57%) of the highly cited are black (Profs Nomngongo, Pillay, Govender, Makhubela, Maxakato, Mabuba, Moteetee, Malinga, Ngila, Govender, Leung, and Mouri).

The Faculty contributes a high ratio to the international standing of UJ. Our publications are in largely ISI-accredited journals, contributing to the citations they attract and contributing to the standing of our researchers based on their NRF ratings. The interplay between the various subcategories contributes positively to the quality of postgraduate supervision and projects and the large number of awards received.



Recognition and awards

International

- ACSSE maintained its international accreditation with the British Computer Society (The Chartered Institute for IT).
- Prof Basie von Solms is listed as a highly ranked scholar with a lifetime international rank of number 5 in Information Security by ScholarGPS. He was also awarded the Isaac L. Auerbach Award by the International Federation for Information Processing.
- Prof Sherali Zeadally (DVP) was awarded an international accolade by the Institute of Electrical and Electronics Engineers (IEEE) Computer Society and selected by Clarivate, Web of Science as a Highly Cited Researcher in Computer Science for the fifth consecutive year.
- Prof Ben-Erik van Wyk, ranked by ScholarGPS™ in the top 0,05% of all scholars worldwide, is notably ranked 11th globally for publications related to medicinal plants.
- Prof Hassina Mouri was elected President of the International Union of Geological Science. She is the first African Geoscientist and the first female to be elected to this position since the Union was launched in 1961.

National

- The 2023/2024 NSTF Lifetime Award was given to Prof Ben-Erik van Wyk, for his contribution as a botanist and an authority on traditional and commercial uses of plants.
- Prof Samuel Oluwafemi was selected as a finalist of the 2023/2024 NSTF-South32 Awards, in both the TW Kambule-NSTF Award: Researcher and Engineering Research Capacity Development Award categories.
- Prof Soraya Malinga was selected as a finalist of the 2023/2024 NSTF-South32 Awards, in the Engineering Research Capacity Development Award category.
- The Actuaries in the Making (AIM): Learning Solutions Team, represented by co-founder Mr Soshan Soobramoney, was selected as a finalist for the 2023/2024 NSTF-South32 Awards in the Non-Governmental Organisation Award category.
- Prof Ian Dubery received the prestigious MT Steyn Medal, recognising lifetime contributions to natural science and technology, and Prof Michelle van der Bank was awarded a SA Akademie vir Wetenskap en Kuns Medal of Honour for contribution to science in South Africa
- Prof Gijsbert Hoogendoorn received a Gold Medal from the Society of South African Geographers for his meritorious contribution to Geography in South Africa.
- Prof Philiswa Nomngongo and Dr Lungile Sithole were selected as finalists for the 2024 HERS-SA HEWL Awards.
- Prof Eduard Venter won first prize in the BioScience Category at the Gauteng Accelerator Programme Innovation Competition.
- Prof Olaniyi A. Fawole was awarded the prestigious SARCHI Chair in Sustainable Preservation and Agroprocessing Research.
- Prof Mahloro Serepa-Dlamini was awarded the NRF Research Excellence Award: Early Career/Emerging Researcher, and Mr Hlangwani earned the NRF Research Excellence Award for Next Generation Researchers.
- Prof Nobanathi Wendy Maxakato was the winner of the 2024 Mail and Guardian Women in STEMI category. Mr Edwin Hlangwani was selected as the winner in the Education category at the Mail and Guardian Top 200 Young South Africans Awards, and Dr Tumisi Molelekoa was selected as the winner in the Technology and Innovation category at the Mail and Guardian Top 200 Young South Africans Awards. Dr Minenhle Khoza, Dr Daniso Beswa, Mr Khuthadzo Tshishonga and Mr Nyawo were listed as finalists for the Mail and Guardian Greening the Future 2024 award, following a successful nomination for the work they did for the Faculty at Gwawkwani Village.
- Dr Kolwa was awarded the BAAP (Black Academic Advancement Programme) grant by the NRF and selected as the winner in the Education category at the 19th annual Mail and Guardian Top 200 Young South Africans Awards.
- Prof Mahloro Serepa-Dlamini was named the 2nd Global Winner in the Corning 3D Cell Culture Competition.
- Prof Mouri and Prof Jan Nordström (DVP) were admitted as members of ASSAf.
- Prof Teske was one of four leading South African marine biologists invited to participate in the Ocean Day roundtable discussion at Two Oceans Aquarium, Cape Town.



Institutional

- Prof Dustin van der Haar was honoured with the 2024 Vice-Chancellor's Teaching Award in recognition of excellence in teaching.
- Prof Mthokozisi Simelane received the Vice-Chancellor's Distinguished Award 2024: Innovation of the Year.

TEACHING AND LEARNING

Enrolment and student profiles

Undergraduate diploma student enrolment decreased by 2,9% in 2024, while the number of students enrolled in the extended degree and diploma programmes increased by 4,4%. We had 5 139 students enrolled in 2024, of whom 4 032 were undergraduate, 1 161 were postgraduate, and 463 were international students. The latter comprised 8,9% of the total enrolment and a 7% increase in international student enrolment compared to 2023. Most South African students enrolled were from Gauteng and Limpopo. A total of 3 537 first-time entering students had an APS of 35 or higher.

Undergraduates and postgraduates

The proportion of postgraduate enrolments (of the total enrolment) increased slightly from 20,5% in 2023 to 22,3% in 2024, as shown in Table 45. This is mostly due to proactive marketing strategies within the Faculty.

Table 45: Headcount proportions

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------------------|-------|------|-------|-------|-------|
| Undergraduate total | 79,3% | 81% | 80,6% | 79,5% | 77,5% |
| Postgraduate total | 20,6% | 19% | 19,4% | 20,5% | 22,3% |
| Occasional total | 0,1% | 0% | 0% | 0% | 0,1% |

Student access and support for students

Several initiatives geared at supporting student learning and student success rates were undertaken by the Faculty of Science in 2024. These included boot camp sessions, field trips and the purchase of equipment to facilitate student learning during practical sessions. Further efforts to enhance teaching and learning included the use of JOVE videos to support concepts taught during lectures. ChatGPT was employed by some lecturers to help students effectively formulate answers to descriptive questions. Menti.com was also used during lectures to help lecturers determine how much of the content taught was understood. Some departments also encourage students to read journal articles and to use models to gain a better understanding of the content taught. Other efforts at improving success rates included the use of virtual labs, hands-on laboratory simulations, project-based learning and flipped classroom models. The peer tutoring programme continued to serve as a support system for students. Other key initiatives are summarised below:

- Moodle was used for early identification and monitoring of at-risk students leading to timely interventions.
- Staff training in teaching and learning aspects was facilitated via workshops and masterclasses to enhance the student learning experience.
- The Food for Thought initiative is a flagship CE project established to feed students in need, while, in return, they offer tutoring to other students. In total, 59 mentors and five senior mentors were appointed to mentor first-year students
- All departments hosted Top Achiever Award ceremonies where student success was recognised and rewarded

Orange Carpet recruitment and conversion to UJenius members

A total of 275 students received Orange Carpet bursaries in 2024.

Programmes

The Bachelor of Science Honours qualifications in Biotechnology and Food Technology were introduced in 2024. Efforts to provide additional assessment opportunities to the students were also undertaken. In some cases, this was done in response to recommendations from moderators.



The Department of Zoology also conducted a programme/module review and identified timeous feedback to students, limited student participation and the increased use of technologies in practicals as key areas that need to be addressed. A similar initiative was undertaken by the Department of GEMES, where unclear learning and continuous assessment objectives as well as poor class attendance were identified as major problems that need intervention.

Interdepartmental collaborations and workshops, such as the Microbiology in Industry workshops hosted by the Department of Biotechnology and Food Technology, also served as initiatives to enhance the relevance of Microbiology in Biotechnology, and Food Technology to the industrial sector. Other initiatives of this nature are summarised below.

- The Department of Physics hosted the 4IR Open-Source Digital Manufacturing Workshop for UJ staff and students.
- The Department of Statistics hosted the 'Actuaries In the Making (AIM)' vacation work programme created with collaboration across five universities and 16 companies to date.
- The Executive Dean and the Department of Statistics hosted the Aspiring Actuaries Breakfast where several high-profile actuaries from the industry and two top achiever students presented. Aspiring actuarial students and their parents were hosted at the event.
- The names of students who won awards were posted on LinkedIn to promote graduate employability (Department of GEMES).
- The Academy of Computer Science and Software Engineering retained its BCS accreditation of the Department's combined BSc (Information Technology) and BSc Honours (Information Technology) programmes for the next five years.
- In 2024, a total of six new SLPs were launched in the Department of Geography, Environmental Science and Energy Studies, Biotechnology and Food Technology, Chemical Sciences, and Physics.
- Several of our staff and senior PGs acted as judges and mentors for the Eskom Expo for Young Scientists.
- Curricula that embed 4IR technologies, such as AR/VR, 3D printing, big data and machine learning, were also offered.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

In 2022, the Faculty delivered 602 accredited ROUs, and the per capita output per staff member was 2.7. This remarkable output was achieved due to staff using the COVID-19 period to complete and submit manuscripts. After the COVID-19 period, lecturers returned to face-to-face lecturing in 2021 and committed a large percentage of their time to delivering excellent teaching. Therefore, in 2023 the research output stabilised at our pre-COVID-19 number. For 2024, however, we have submitted claims for subsidy for 501 units, which amount to an average of 2.7 units per staff member, equal to the highest ever average attained during 2022 (numbers highlighted in bold and with # markings, see Table 46). Considering that 10% of staff positions are currently vacant, this achievement is spectacular. The publications were distributed in the various categories:

- Journal articles: 483.0
- Proceedings: 8.0
- Books: 0
- Chapters in books: 10.3

TOTAL 501.4

Table 46: Accredited publication units 2017-2024

| YEAR | JOURNALS | TOTAL | % CHANGE Y-O-Y | UNITS PER PERMANENT ACADEMIC STAFF MEMBER | THREE-YEAR AVERAGE* (TOTAL UNITS) |
|-------------|----------|--------------|----------------|---|-----------------------------------|
| 2017 | 333.4 | 390.5 | 6% | 2.3 | 342.6 |
| 2018 | 340.1 | 394.9 | 0,9% | 2.2 | 384.6 |
| 2019 | 369.9 | 428.7 | 8,6% | 2.3 | 404.7 |



| YEAR | JOURNALS | TOTAL | % CHANGE Y-O-Y | UNITS PER PERMANENT ACADEMIC STAFF MEMBER | THREE-YEAR AVERAGE* (TOTAL UNITS) |
|------|----------|-------|----------------|---|-----------------------------------|
| 2020 | 4216 | 464.4 | 8,3% | 2.4 | 462.0 |
| 2021 | 481.9 | 502.8 | 8,3% | 2.6 | 465.3 |
| 2022 | 537.6 | 602 | 19,7% | 2.7* | 519.6 |
| 2023 | 433.5 | 486 | -18% | 2.3 | 530.3 |
| 2024 | 483.0 | 501.4 | +3.1% | 2.7* | 529.8 |

* Average based on the units for the current year and the preceding two years, 2024 number as of 2025-02-28.

indicates the highest average output per staff member since 2017.

The international impact of research in the Faculty is demonstrated by the 19 publications that appeared in Science and Nature group journals. This is a remarkable increase (300%) from the six in 2023. Visiting staff play an integral part in our research activity, and 77 of our visiting staff members contributed 44.97 units to the Faculty's research output in 2024. A total of 10 SoTL papers were published by staff members in the Faculty contributing 4.6 ROUs. All journal articles are in accredited journals, 8 units are from peer-reviewed conference proceedings, and 10.33 units are from books and book chapters.

The Faculty received more than 80 research visits from international researchers and undertook 97 international research visits. During the visits, more than 60 lectures, not related to conferences, were delivered, emphasising the vibrancy of international collaboration in the Faculty. An additional 60 training activities (lectures, workshops) took place at international institutions.

Staff presented research talks at national (223) and international (269) learned society meetings and 22 at UJ meetings. Staff were active on editorial panels of funding bodies in 213 instances.

The Faculty hosted 87 postdoctoral research fellows, who produced 36.5 ROUs (0.41 average) and attended 118 conferences (1.36 average). The productivity of the PDRFs remains a concern, and one of the possible reasons for the low outputs is the three-year tenure. PDRFs spend the first year on obtaining ethical clearance and permits and setting up experiments, year two on the research, and then in year three the contracts run out and they leave the University without publishing all their results to pursue another fellowship or permanent employment.

Our publications addressed various SDGs

Table 47: Publications addressing SDGs

| SDG NUMBER | DESCRIPTION | UNITS | PAPERS |
|------------|--|-------|--------|
| 1 | <i>No Poverty</i> | 0.2 | 1 |
| 2 | <i>Zero Hunger</i> | 4.09 | 6 |
| 3 | <i>Good Health</i> | 26.41 | 50 |
| 4 | <i>Quality Education</i> | 29.85 | 63 |
| 5 | <i>Gender Equality and Women Empowerment</i> | None | None |
| 6 | <i>Clean Water and Sanitation</i> | 9.05 | 13 |
| 7 | <i>Clean Energy</i> | 12 | 25 |
| 8 | <i>Work and Economic Growth</i> | 2.33 | 5 |
| 9 | <i>Industry</i> | 15.2 | 23 |
| 10 | <i>Reducing Inequality</i> | 2.43 | 5 |



| SDG NUMBER | DESCRIPTION | UNITS | PAPERS |
|------------|---------------------------|-------|--------|
| 11 | <i>Sustainable Cities</i> | 1.62 | 5 |
| 12 | <i>Consumption</i> | 1.30 | 3 |
| 13 | <i>Climate</i> | 6.92 | 9 |
| 14 | <i>Life below Water</i> | 10.93 | 21 |
| 15 | <i>Life on Land</i> | 30.19 | 68 |
| 16 | <i>Peace</i> | 0.67 | 1 |
| 17 | <i>Partnership</i> | 0.17 | 2 |

Research structures

The Faculty has ten active research centres as follows:

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

The following SARCHI Chairs were active in 2024:

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

The Faculty also hosts a prestigious UNESCO Chair in Medical Geology.

Members of the Faculty participated in the following national centres of excellence in 2024:

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

Patents

One patent was granted in 2024.

Table 48: Patent granted in 2024

| APPLICATION NUMBER | TITLE | PATENT NUMBER | TERRITORY | DATE |
|--------------------|----------|---------------|------------------|------------|
| KE/P/2022/4257 | FOOD INK | KE 1011 | Granted in Kenya | 30/05/2024 |

Research funding

Total external funding increased from R46.589 million in 2023 to R54.346 million in 2024. Table 49 shows a sharp decrease in URC income in 2024, compared to 2023. This suggests that researchers explored more external funding avenues and relied less on internal funding.



Table 49: Research funding in ZAR (external and internal), rounded to the closest million #

| FUNDING SOURCE | 2019 | 2020 | 2021* | 2022* | 2023* | 2024* | % |
|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|
| URC funding | 22.997 | 15.660 | 23.855 | 28.195 | 45.086 | 29.396 | 35,5% |
| NRF funding | 40.508 | 38.045 | 33.503 | 39.867 | 36.922 | 38.622 | 46,7% |
| Other external unding | 15.515 | 18.522 | 35.997 | 11.229 | 9.667 | 14.724 | 17,8% |
| TOTAL | 79.021 | 72.228 | 97.203 | 79.291 | 91.676 | 82.742 | 100% |

#Spectrum and Shimadzu (R40 million) funding are excluded

*Numbers are reported as received from the financial business partner.

The Spectrum Analytic Facility acquired an XRD in 2023, which was installed early in 2024 and replaced an ICP-MS. The Facility provided the R5.5 million required to purchase these from funds acquired through marketing their analytical services.

PARTNERSHIPS, STAKEHOLDERS, AND COMMUNITY ENGAGEMENT

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

As indicated above, the coursework master's programme in Water and Sanitation is now ready for the first implementation in 2025. This is a joint initiative between the Faculties of Science, Health Sciences, and Engineering and the Built Environment. The Department of Biotechnology and Food Technology offers a collaborative online international learning (COIL) programme with the University of North Carolina at Charlotte, USA, where lectures are delivered online and in parallel.

Community engagement projects

The Faculty of Science's Community Engagement Committee demonstrated significant societal impact through initiatives that focused on educational outreach, student support, and community development. The committee supported and facilitated the Faculty's participation in Mandela Month, two flagship projects, 20 new and ongoing registered community engagement projects, and several notable outreach activities.

The committee continues to support two primary flagship projects, namely the University of Johannesburg Soweto Science Centre (UJ-SSC) and the Manguzi Indigenous Knowledge Innovation Centre (MIKIC). The UJ-SSC is an ongoing flagship that serves as a cornerstone of the Faculty's educational outreach efforts, by supporting secondary school education and providing teacher development programmes. The Centre has three key programmes: a learner enrichment programme, a teacher training and development programme, and a community engagement programme. The UJ-SSC aims to be South Africa's leading STEMI (Science, Technology, Engineering, Mathematics, and Innovation) centre of excellence by offering extra science classes (on Saturdays and during school holidays) in core science subjects to Grade 10-12 learners in disadvantaged schools located in Soweto and surrounding areas. Additionally, the UJ-SSC offered career guidance courses and exam preparation for the learners. The UJ-SSC also hosted a Teacher Training Edu Day workshop for 500 teachers, enhancing their content knowledge and laboratory skills, and focusing on 'teaching strategies for inclusivity'.

The UJ Soweto Science Centre, in partnership with Eskom, also hosted a Science Regional Expo at the Soweto Campus on 27 July 2024, together with the National Science Week seminar. This initiative is designed to expose learners to different scientific disciplines and to stimulate them to develop science projects that are impactful, realistic, and achievable for entering the Eskom Expo for Young Scientist Competition. Further highlights in 2024 included the International Mathematics Day (9 March), Girls Robotics Workshop (24-28 June), Physics Revision Bootcamps (18-21 June), Eskom Regional Expo (27 July), and the Take a Child to Work project (25 September) (with participation by Biochemistry and Chemical Sciences on APK). Various staff members participated in the National Science Week (30 September-5 October).

The Manguzi Indigenous Knowledge Innovation Centre (MIKIC) project is a community-based initiative, which will provide a platform to transform indigenous knowledge into market-ready solutions, by providing skills development programmes tailored to community needs and supporting entrepreneurs throughout the



product development process. Building plans for the Centre were approved in late 2024. The MIKIC project is an ongoing project that commenced in 2019. It is run by the Department of Biochemistry and is based in Manguzi, KwaZulu-Natal.

The Faculty's commitment to student welfare was made evident through its Food for Thought programme and Mandela Day initiatives, whereby approximately 113 departmental staff, 20 postgraduate students, and 31 undergraduate students gathered food parcels and donated them to 160 beneficiaries. Additional departmental activities, focused on education, literacy and service volunteerism, were undertaken by 39 departmental staff, 14 postgraduate students, and 35 undergraduate students, reaching over 2 600 beneficiaries.

Several school-based community outreach projects were conducted in 2024, which included the Geography Organised School Outreach Project (GOSOP) (Department of GEMES) and the Take a Child to Work project. The Department of Chemical Sciences also hosted a workshop on the use of digital technologies in the classroom for schoolteachers at the Elite Cultural and Sporting Academy (ESCA) on 7 August 2024. Other similar community engagement projects include a lecture presented to Grade 9 learners at Randburg High School by the Department of Geology and a meeting with the Department of Basic Education on 14 February 2024, hosted by the Department of Chemical Sciences to launch the Chemistry for Community project.

The Faculty Community Engagement Committee has demonstrated commitment to its mission through diverse and impactful initiatives in 2024. The success of the UJ-SSC and MIKIC flagship projects, the Food for Thought programme and Mandela Day initiatives, illustrate the effectiveness of collaboration and innovation across the Faculty to ensure a positive impact on both the university and the broader community. Community engagement initiatives, such as the SSC and MIKIC, are helping the Faculty drive societal impact in our communities, bringing the importance of STEMI to the fore, and helping develop future scientists in South Africa.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

All departments maintain regular contact with their alumni through various engagement initiatives. These include inviting them to connect via departmental social media platforms, featuring their profiles on these platforms, and encouraging their participation in postgraduate colloquia across disciplines, such as Botany, Geology, and Zoology. Additionally, the Geology and Zoology Departments highlight alumni achievements and career trajectories on their media pages. The Botany Department and the ACCSE further engage their alumni by inviting them to serve as judges for their prestigious Projects Day.

TRANSFORMATION

Transformation within the Faculty of Science is not only evident from the information provided under staff development and the staff profile but is also driven by a dedicated Transformation Committee. The Committee, comprising 11 different departmental representatives, organises transformation activities within each department and several faculty initiatives. These ranged in 2024 from the Heritage Braai to a Woman's Day high tea and a movie night highlighting the life and career of one of our female honorary doctorate recipients, Katherine Johnson.

FACULTY GOVERNANCE AND RISK MANAGEMENT

The deciding body within the Faculty of Science is the Faculty Board, consisting of all academic staff and representatives from the support staff/divisions. The Faculty Board delegates authority to the executive management committee, the Dean's Committee (DC). The HODs of all 11 departments represent the various interests and the academics in their environments in the DC and ensure that the views of their constituents are considered and discussed. At the quarterly Faculty Board meetings, academic staff members can air their views directly. Programmes are reviewed following institutional policies, with these quality reviews overseen by various internal committees.

The Faculty has a risk register that is updated monthly by HODs during Deans Committee meetings. The risk register highlights all potential risks faced by the Faculty, whereby they are rated as low, medium, or high risks. The list also indicates mitigation actions to reduce risk and reassigned risk as mitigation actions are effected.



Major areas of concern and risk included those associated with (i) human resources (limited numbers and ageing of the experienced staff cohort); (ii) facilities (to accommodate increasing numbers of students and expanding research goals); (iii) inconsistent support from support divisions; (iv) student preparedness and success rates; and (v) funding.

RESOURCE MANAGEMENT

Strict budget control ensures optimal use of funding. The Faculty has a long history of sharing equipment to limit unnecessary duplication. For this purpose, a list of available equipment is kept by the Vice-Dean: Research and Innovation and is available to all staff. Equipment is booked on a timetable, thereby minimising idle time so that all equipment is fully utilised, literally around the clock including weekends. The maintenance of equipment is prioritised to minimise breakages, which would impact student progress. Water and electricity use is minimised by switching off lights and closing taps. Trips for field work and procurement of consumables are combined to reduce petrol or diesel usage.

SOCIETAL IMPACT AND SUSTAINABILITY

As indicated above, most departments in the Faculty of Science have aligned their curricula to the sustainable development goals, which include two master's level programmes on Clean Water and Sanitation, and on Climate Change.

The Faculty of Science's Community Engagement Committee demonstrated significant impact through initiatives that focused on educational outreach, student support, and community development. The Committee supported and facilitated the Faculty's participation in Mandela Month, two flagship projects, 20 new and ongoing registered community engagement projects, and several notable outreach activities. All community engagement activities align with the following seven UN SDGs, including SDG 1: No Poverty; SDG 2: Zero Hunger; SDG 3: Good Health and Well-Being; SDG 4: Quality Education; SDG 5: Gender Equality; SDG 6: Clean Water and Sanitation; SDG 16: Peace, Justice and Strong Institutions. The Faculty of Science supports several community projects that strive to address zero hunger and no poverty, such as the vegetable gardens at schools in the surrounding area. Our various community projects have been highlighted in the relevant section.

FINANCIAL MANAGEMENT

The Dean signs off on large expenditures and HODs on the rest. The financial business partners are responsible for the approval of expenses after confirming that sufficient funds are available in the respective cost centres. The financial business partners provide monthly statements to cost centre owners. All academic staff are expected to participate in and increase third-stream income generation, and the expectation is captured in and managed through performance contracts.

FUNDRAISING INITIATIVES

Fundraising is done in collaboration with the Development and Fundraising Office. Meetings are set up with individual colleagues, and Development and Fundraising Office staff assist and coordinate the process. An update is provided to the Vice-Dean: Research and Innovation, who informs the Dean's Committee. During 2024, external funding increased by 14% year-on-year.

THE WAY AHEAD

The future of the Faculty is considered during workshops with interest groups, such as the Dean's Committee, NRF-rated researchers, and female academic staff, and our way ahead continuously received attention to reach the UJ Strategic 2035 targets. Some aspects are listed below:

- Ageing research active staff are retained beyond retirement provided they are A and B NRF-rated. A- and B-rated staff have been requested to offer mentorship to senior lecturers who are not yet publishing, to develop a cohort of younger researchers to take the baton.
- Many staff members are congregated at the SL level due to not being active in research. The Executive



Dean and HODs had various meetings with these staff members requesting clarification of hindrances preventing them from progressing, and appropriate support was then offered.

- We have a low number of senior black female staff members. The scarcity of females in science faculties is an international norm. Furthermore, more than 50% of senior staff from the Faculty has been deployed in managerial positions within the University in recent years. It requires almost 20 years to grow an academic to full professor status. The Executive Dean has conducted a workshop to get an understanding of the challenges faced by female staff, and to offer support. Some of these staff members may be ready for promotion soon.
- Our PG completion rate is a concern, and one of the issues identified is the lack of a tracking system. The Academy of Computer Science and Software Engineering has been developing a faculty-specific tracking system.
- A feather in our cap is that many younger staff members are AI savvy and are engaging in AI strategies to enhance the T&L offering.
- To enhance postgraduate through-flow, the Executive Dean has begun providing funding for needy returning students to register, so that no time is lost between study years. This initiative commenced in 2024, and the end date will be determined by sustainability.
- Academic staff are requested to reconsider both the scope and execution time of master's and doctoral projects at the planning stage. Some projects have over-extending requirements, which may create challenges for timely completion.
- Careful planning is in place for the replacement and acquisition of large equipment. Applications are motivated by groups of researchers, to avoid single-user instruments. This is cost-saving and will be the model for the future. Collaborations are encouraged with researchers at universities that have rare or specialised equipment, and arrangements (visiting scholars, reduced rates, etc.) are made with these institutions and colleagues to preserve UJ funding for the future.



Annah Moteetee (Prof)

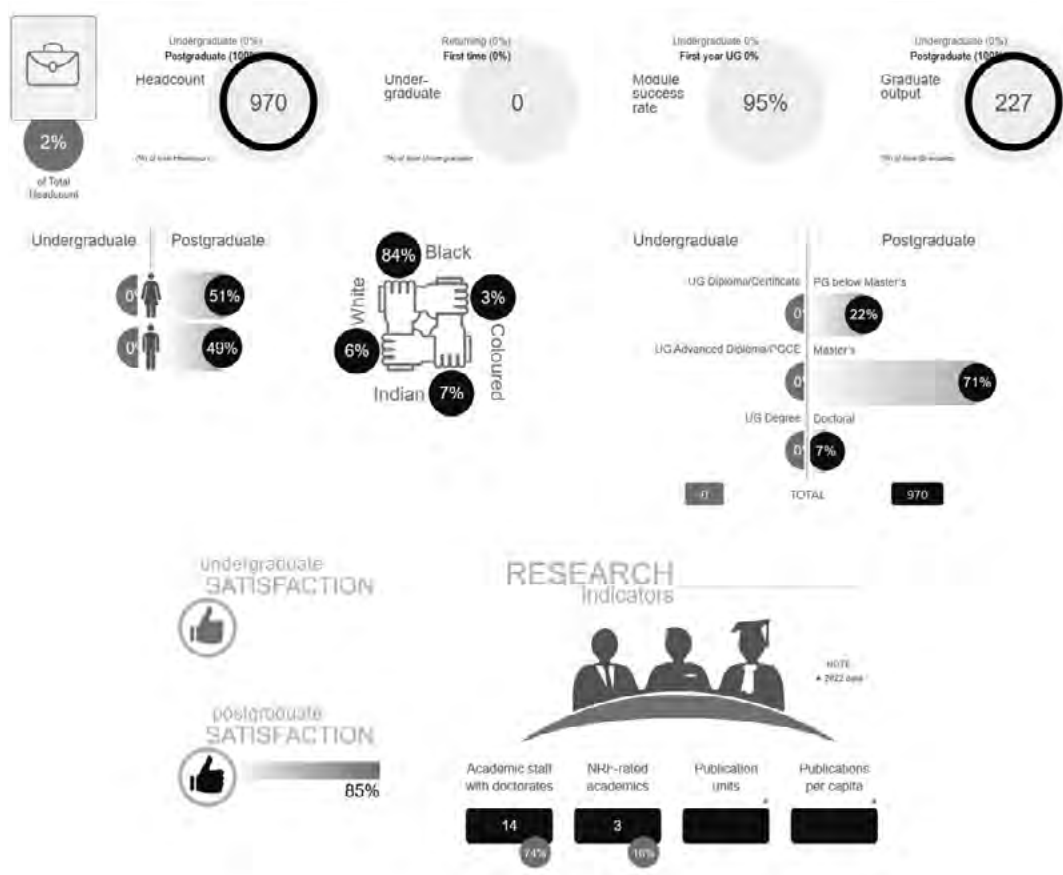
Executive Dean:

Faculty of Science



Johannesburg Business School (JBS)

OVERVIEW



INTRODUCTION

During the 2024 academic year, the Johannesburg Business School (JBS) continued to raise its profile as an emerging business school in South Africa and on the continent. The School's continued growth strategy was embedded in its annual strategy, namely Strategy Quantum Leap 2024. Exceptional growth was evident in the year under review.

In 2024, JBS welcomed 970 students into its four core academic programmes, which were intentionally designed through the lens of digital transformation. Approximately 22% were studying towards qualifications below a master's, 71% towards a master's, and 7% towards a JBS DPhil degree.



Table 50: Enrolment numbers per academic programme over the years

| YEAR | MBA | PGDip | DPhil | TOTAL ENROLMENTS |
|------|-----|-------|-------|------------------|
| 2021 | 282 | 0 | 0 | 282 |
| 2022 | 446 | 146 | 32 | 624 |
| 2023 | 562 | 263 | 57 | 882 |
| 2024 | 690 | 217 | 63 | 970 |

As reported in the previous year's review, there was a concern about decreased student satisfaction rates from a high of 84% in 2022 to 72% in 2023. Remedial actions resulted in the JBS again receiving an 85% student satisfaction rate in 2024.

While JBS has established itself as a national leader by offering South Africa's first fully online MBA programme, other business schools have begun to follow suit, launching their own online MBA offerings and attempting to replicate the digital learning model. Most JBS students are working professionals looking to enhance their skills to advance their careers. We are pleased to see a growing number of students from across the continent, with 80 international students in 2024.

Although there has been an increase in academic and support staff at JBS, this has not kept pace with our service delivery needs, which resulted in JBS being reliant on external experts to assist with teaching, and planning to include visiting scholars to assist with identified shortfalls. Among the academic staff in 2024, 13 hold doctoral degrees, up from 11 in the previous year, and three are rated by the National Research Foundation (NRF), a significant rise from the 2022 figures of six and two, respectively. In 2024, the plans for a JBS Library were approved, with construction scheduled to commence in 2025.

The JBS, in collaboration with DHET and Richfield College, presented the Skills and Jobs Investment Summit in November 2024. The Summit was masterfully hosted by Dr Alistair Mokoena, former Country Director of Google South Africa, and united all around the goal of finding practical solutions to combat the country's unemployment crisis. This event has had significant societal impact: Bathu Group (Pty) Ltd entrusted the JBS, led by Dr Lebogang Mosupye-Semenya, with the opportunity to engage their youthful team on Data Intelligence at their annual conference. In this way, the JBS contributed through events towards SDG 8: Decent Work and Economic Growth.

STAFF

Demographic profile

In 2024, the staff complement continued to increase with the appointment of more permanent staff, lessening the reliance on external teaching and learning lecturers and facilitators. The staff composition for 2024 at the JBS was made up of:

- 25 permanent staff – 12 academic and 13 support services.
- 13 fixed-terms contract staff – 3 academic and 10 support services.
- 315 temporary staff – 15 lecturers and 89 interns.

As table 51 shows, the JBS's commitment to employment equality in South Africa assisted in our continued contribution to both SDG 5: Gender Equality, and SDG 10: Reduced Inequalities.

International staff

In the year under review, JBS had three international staff members.

Staff development

Emphasis was again placed on upskilling and enhancing permanent academic staff, with interventions also available for support staff.



Table 51: Employee equity by race and gender

| EE STATUS | FEMALE | | MALE | | TOTAL | |
|------------------------|-----------|---------------|-----------|---------------|-----------|---------------|
| Designated | 18 | 47,37% | 12 | 42,58% | 30 | 78,95% |
| Black | 15 | 39,47% | 9 | 23,68% | 24 | 63,16% |
| Coloured | 2 | 5,26% | 1 | 2,63% | 3 | 7,89% |
| Indian | 1 | 2,63% | 2 | 5,26% | 3 | 7,89% |
| Non-designated | 4 | 10,53% | 4 | 10,53% | 8 | 21,05% |
| International – Africa | – | – | 3 | 7,89% | 3 | 7,89% |
| International – Other | – | – | 1 | 2,63% | 1 | 2,63% |
| White | 4 | 10,53% | – | – | 4 | 10,53% |
| Total | 22 | 57,89% | 16 | 42,11% | 38 | 100% |

Visiting scholars

JBS appointed a total of six visiting scholars in the year under review, including a visiting professor, a visiting associate professor, an associate professor and research associates.

Academic staff

JBS's academic staff have a wide array of expertise and come from diverse disciplinary backgrounds, with 13 staff holding doctorates and four holding master's qualifications. Moreover, the vibrant culture of interdisciplinarity among the staff encouraged students to engage in application-based explorations that span multiple academic disciplines.

NRF-rated researchers

In the year under review, JBS successfully augmented its academic team by recruiting an additional researcher with an NRF rating, thereby increasing the number of NRF-rated researchers to three.

Recognitions and awards

In March 2024, Prof Abejide Ade-Ibijola was nominated for the NSTF (South African National Science and Technology Forum). He was honoured with the African Innovation Hub of the Year 2024 award (in collaboration with GRIT Lab Africa) and named the African Startup Ecosystem Builder Champion of the Year 2024. He furthermore also received the African Tech Innovation of the Year and obtained a C2 NRF rating. Accolades were also won by Ms Feziwe Mpaku. Dr Chanté Botha received her joint PhD with UJ and the Vrije Universiteit, the Netherlands. These various prestigious accolades and awards can be seen as a contribution to SDG 9: Industry, Innovation and Infrastructure.

TEACHING AND LEARNING**Enrolment and student profiles**

While student enrolment at JBS reached 882 in 2023, 2024 saw a substantial increase to 970 students in formal subsidised programmes. This upward enrolment trend reflects a sustained interest in postgraduate studies at JBS, with the increase being split between MBA and PGDip programmes. Males and females are represented almost equally. The racial composition of the JBS student body remains stable: 84% are black, 6% are white (a decrease of 2%), 3% are Coloured (a slight decline of 1%), and 7% are of Indian heritage (a 2% increase). There continues to be strong interest among prospective students from across the continent, particularly within the SADC region.

Postgraduate graduations

The graduation output numbers of 227 (151 from the PGDip programmes and 76 from the MBA programmes) were equally impressive. The JBS is also encouraged by the improvement in module success rates, rising



Table 52: 2024 Enrolment numbers per academic programme

| QUALIFICATION NAME | NEW STUDENTS | RETURNING STUDENTS | TOTAL NUMBER |
|--|--------------|--------------------|--------------|
| DPHil | 13 | 50 | 63 |
| MBA (Contact) | 55 | 80 | 135 |
| MBA (Online) | 220 | 335 | 555 |
| PGDip Business Administration (Contact) | 58 | 5 | 63 |
| PGDip Business Administration (Online – January) | 57 | 9 | 66 |
| PGDip Business Administration (Online – July) | 14 | 23 | 37 |
| PGDip Public Policy | 37 | 14 | 51 |
| TOTAL NEW | 454 | | |
| TOTAL RETURNING | | 516 | |
| TOTAL HEADCOUNT | | | 970 |

from 65% in 2022, to 74% in 2023, to a commendable 95% during the period under review. Notably, this achievement far surpasses the JBS's goal of increasing module success rates to 80% and above, the industry standard for similar programmes.

Student access, success and support for students

A support team consisting of programme managers, coordinators and administrators assist students with access to all online systems and support students with the processes behind their studies. In 2024, student support for both online and contact students was enhanced through greater opportunities to formally engage the Dean of School as well as through the appointment of assigned programme heads for each academic programme.

Innovations

A major innovation was the JBS's contribution towards developing Africa's first Virtual Reality (VR) Courtroom Game for the Faculty of Law. This incredible achievement significantly contributed to a pioneering innovation on the continent and as such, impacted SDG 9: Industry, Innovation and Infrastructure.

Academic development and continuous education

■ ***Subsidised whole programmes***

Minor academic developments were Senate approved in 2024: PGDip in Public Policy and African Studies.

■ ***Non-subsided short learning programmes***

Ten new short learning programmes were approved in 2024 – these included SLPs framed in both 4IR and SDG strategic areas.

■ ***Quality management***

JBS continued to enhance and promote quality across the board for both formal and short learning programmes, facilitated by the internal quality assurance team. An important intervention in 2024 was the introduction of a standardised learner module guide template (LMG template) for the PGDip and MBA programmes.

■ ***Attributes of graduates and employability of graduates***

The JBS graduate profile shifted from small business employees to also include corporate employees. The 93,1% employment rate of our students continued to contribute to solving societal employment challenges in SA and on the continent, and as such impacted SDG 8: Decent Work and Economic Growth.

Global engagement at JBS

Prof Abejide Ade-Ibijola launched a project called the JBS GRIT Lab Research Hackathon, bringing together over 100 researchers from various disciplines and levels of seniority and from around the world



to collaborate on the application of artificial intelligence in addressing sustainable development goals. Researchers participated from countries around the world. Prof Ade-Ibijola spoke on the ethics of artificial intelligence at the Global Entrepreneurship Congress Africa (GEC+ Africa) held in Cape Town, South Africa. The UJ AI Hub hosted the Xiamen BRICS PartNIR Innovation Centre delegation, under the BRICS framework. The International Conference on Artificial Intelligence and Knowledge Processing (AIKP'2024) was launched at JBS. The abovementioned initiatives contributed substantially towards JBS's impact on SDG 9: Industry, Innovation and Infrastructure.

Centres of excellence

The JBS hosts several specialist centres mandated to teach, conduct research and provide advocacy on unique subjects.

Centre for African Studies

The Centre develops and publishes teaching case studies focused on African companies, runs webinars and short courses linked to its research outputs, and drives the Pan-African agenda and strategy of the Johannesburg Business School.

Centre for Digital Transformation

In May, a collaboration was launched between UJ, JBS, and the Chemical Industries Education and Training Authority (CHIETA) to address the critical skills development needs of the nation through innovative research. At the heart of this partnership is the CHIETA/UJ JBS Centre for Digital Transformation, which is supported by a significant investment of R5 million. This research project will focus on various objectives, including virtual reality, business intelligence, skills forecasting, grants management systems, business processes, skills development, technical and vocational education and training (TVET), rural development, and small and medium enterprises (SMEs). Its impact is likely to extend beyond the chemical sector. This significant initiative impacts SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, and SDG 9: Industry Innovation and Infrastructure.

Centre for Entrepreneurship

In 2024, 38 small, medium, and micro enterprises (SMMEs) completed the Small Business Enrichment Programme and are scheduled to graduate in 2025. Additionally, 148 participants will graduate from the Customer Acquisition and Retention and Funding Readiness programmes. These initiatives were funded by the UJ Finance Support Services Department and implemented by the JBS Centre for Entrepreneurship. The Centre for Entrepreneurship actively engages with programme beneficiaries as part of its aftercare strategy.

In 2024, the business coaching approach became more personalised, with nine business coaches mentoring approximately four mentees each. In November 2024, JBSCE successfully hosted 21 exhibitors during their Entrepreneurship Day, collaborating with the UJ Finance Support Services Department. The JBSCE again significantly contributed to societal impact in 2024, and proudly impacted SDG 4: Quality Education, and SDG 8: Decent Work and Economic Growth.

Executive Education

Despite some leadership setbacks in 2024, the JBS Executive Education successfully ameliorated its challenges with the interim placement of senior staff in Executive Education. Executive Education still successfully delivered and met targets for the programmes in Table 53.

JBS Innovation Hub

The JBS Innovation Lab seeks to prepare students for the challenges and opportunities presented by the Fourth Industrial Revolution (4IR). Through groundbreaking programmes, including work-integrated learning opportunities and real-life case studies, the Lab has created a vibrant environment where students gain practical experience while contributing to impactful projects, such as immersive experiences (VR/AR, video games), mobile/web applications, and algorithmic AI solutions. For the year in review, Standard Bank Group equipped our students with essential financial knowledge and skills to empower them to make wise financial decisions. JBS Innovation Lab also welcomed 570 students from across all UJ faculties to its Chapter Zero



Table 53: 2024 Executive Education programmes run, and student numbers

| PROGRAMME | STUDENTS |
|---|----------|
| UJ Young Leaders Development Programme 2024 | 42 |
| Kagiso Trust Workshop | 15 |
| The UJ Women's Leadership Development Programme (WLDP) | 80 |
| Executive Leadership Programme for Universities | 8 |
| BMW Higher Certificate in Business Management Programme | 37 |
| ICASA Future Female Leadership Programme | 16 |
| CASA Senior Management Development Programme | 18 |
| UJ Future Professors Programme | 32 |

Bootcamp. This three-month mentorship initiative focused on programming and GRIT; students engaged in hands-on learning, expert guidance, and collaborative projects. The JBS Innovation Lab is also dedicated to generating commercial innovations, such as the UJ Teaching Evaluation Software and the Learn and Earn App, highlighting its potential for generating third-stream income.

The UJ AI Hub

The Department of Communication and Digital Technologies (DCDT) established an AI Hub in partnership with four universities across South Africa, with UJ hosting the inaugural hub at the JBS. The UJ AI Hub is powered by the combined expertise of all eight faculties at UJ, allowing it to address diverse societal challenges and deliver innovative solutions across multiple domains. Several projects were showcased at the @AI Africa Expo 2024 at the Sandton Convention Centre, including:

- A virtual reality recreation of Sophiatown.
- The Volt system, which aims to tackle load shedding and energy reduction.
- An exhibition of Vendify, a software developed by BSc students at UJ, which seeks to transform event management.

The AI Hub attracted significant interest from fellow attendees and received overwhelmingly positive feedback. It is well on its way to establishing itself as a leader in the AI sector. The contributions of the AI Hub significantly contributed to SDG 9: Industry, Innovation and Infrastructure.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs

For the previous year, we received feedback from DHET confirming 26.2 ROUs for JBS. At the end of 2024, the JBS research outputs, as approved by UJ for DHET submission were significantly above our research output targets. The JBS total ROU stood at 47 at the close of the 2024 DHET capturing and reflects a robust contribution to the academic community.

Table 54: JBS research outputs

| BOOK CHAPTERS | CONFERENCE PROCEEDINGS | JOURNAL PAPERS |
|---------------|------------------------|----------------|
| 9 | 13 | 62 |

Research impact

Our research impact has been growing: JBS had outputs in three Quintile 1 journals in 2024; these are in the top 25% of very high-impact journals. A more detailed description of the JBS's research impact is mentioned later in this summative report.



Postdoctoral Research Fellows (PDRFs)

The JBS has significantly intensified its postdoctoral research fellow (PDRF) programme, hosting 20 PDRFs from across the continent in the year under review. This increase in and commitment to postdoctoral research through the JBS PDRF programme continues to grow and shift the academic footprint of South Africa and the continent and therefore contributes to SDG 4: Quality Education, most directly, and industry innovation, indirectly, SDG 9: Industry, Innovation and Infrastructure.

Research structures

The establishment of the Faculty Research Quality Committee was confirmed in 2024, and regular staff meetings have commenced on research, processes and procedures for research. The Higher Degrees Committee has now been established to review and approve various qualifications, including reviews of all JBS academic higher degrees. Research support includes book publishing grants, university research committee grants, and other research support mechanisms.

Research funding

JBS achieved and exceeded our research funding target of R5.5 million for 2024. The team secured international and South African research funds for various public and private sector projects. Funding has also been secured internationally for various global projects. A total of R10.6 million was raised for research in 2024.

SoTL

Six SoTL publications were produced for the 2024 cycle.

Visiting academics

- Associate Professor Mary Kehinde Salawu (PhD) from Zimbabwe has already contributed two units to the AI and Sustainable Development book and has published two papers.
- Associate Professor Jurga Duobien? (PhD) from Lithuania is one of the academic leads for the module, Legislation and Ethics in the Healthcare Sector, and has previously visited JBS as part of the Erasmus+ Grant and delivered lectures.

PARTNERSHIPS, STAKEHOLDERS, AND COMMUNITY ENGAGEMENT

In September 2024, several local and international immersions took place. Immersions are integral to the JBS's Global Studies module, taught in the MBA and PGDip programmes designed to provide participants with vital global exposure, networking opportunities, and insights into various academic and professional paradigms.

- Postgraduate Diploma students: International immersion at Woxsen University in Hyderabad, India.
- MBA International Immersion Silicon Valley in San Francisco
 - An MBA cohort of 19 students and five staff members travelled to Silicon Valley in San Francisco and had a memorable time with the Verizon Innovation Lab team, where they got more than a glimpse of the future. Ndivhuwo Manugu, an MBA student, obtained the Silicon Valley Immersion Certificate from Canvas Credentials (Badgr).
- MBA local immersion
 - The MBA local immersion saw the students engaging with FNB, Bridgestone SA, and Telesure Investment Holding, and ending the immersion with a cultural experience at Lesedi Cultural Village.

Community engagement projects

At the JBS, several supervisors played a crucial role in assisting students with their student fees and outstanding debt. Their dedication and generosity have greatly benefited students, allowing them to continue their education – a commendable act that exemplifies community support.

Other community engagement projects included:

- Mandela Day: Staff actively participated in various volunteer initiatives. One significant effort involved donating baby clothes to the Rahima Moosa Mother and Child Hospital in Coronationville, Johannesburg, reflecting the spirit of giving and community engagement.
- The Centre for Entrepreneurship staff visited Makgome High School in Soweto.



- Gwakwani, which is recognised as South Africa’s first ‘smart’ rural village, lies in the northern region of Limpopo. Spearheaded by Prof Nyankomo Marwa, the community has implemented the cultivation of the Cassava plant, a drought-tolerant plant able to grow productively in poor soil.
- The European project, Pro-TELDE (Promotion of Technology-Enhanced Learning and Digital Education in South African Universities and TVET Colleges), is represented by Ms Rachel Khoza and Prof Tankiso Moloi (the project mentor) and funded by the Erasmus+ Programme under the Capacity Building in Higher Education Strand 1; the project received a grant of 400 000 Euros.
- Prof Abejide Ade-Ibijola developed AI-embedded curricula for teaching robotics and coding in 99 schools throughout the Gauteng province.

International partnerships and leverage

JBS actively seeks impactful partnerships with international partners, promoting cooperative research and knowledge exchange and advancing innovative thinking in AI and digital transformation. JBS had a total of 19 global partnerships and collaborations for the period under review, with the following distribution.

Table 55: International partnerships

| AFRICA | EUROPE | NORTH AMERICA | ASIA |
|--------|--------|---------------|------|
| 8 | 3 | 2 | 6 |

Through the continued stratagem of seeking out international partners both in the Global North and Global South, the JBS contributed to societal impact via SDG 17: Partnerships for Goals.

ALUMNI AND STAKEHOLDER ENGAGEMENTS

In 2023, the JBS Alumni Chapter was established with the support of the Alumni Office. Owing to human capital shortfalls, the JBS Alumni portfolio was restrained in 2024; however, growth expansion is planned for 2025.

TRANSFORMATION

The JBS is deeply invested in playing a transformative role in the society in which it is rooted within Southern Africa and the continent. Our focus on digital transformation and artificial intelligence is complemented by attention to the impact of AI on society and the sustainable development goals. Inclusivity and excellence are both essential and are complementary to each other.

JBS GOVERNANCE AND RISK MANAGEMENT

Accreditation update

In 2024, JBS continued to advance its strategic objectives to achieve national and international school accreditation, focusing on enhancing its global reputation and striving for excellence. The JBS participated actively in the Association of African Business Schools (AABS) Annual Conference, while engaging in membership activities to apply for eligibility for regional accreditation, targeting late 2025. In addition to its regional efforts, JBS attended the annual Deans and Directors Association of MBAs (AMBA/BGA) in the UK to explore membership and communication opportunities. The goal is to apply for the BGA Validation Certificate in 2025 and seek eligibility for international accreditation in late 2026.

Governance compliance and risk management

JBS continued to maintain and adhere to all UJ policies and processes as part of its efforts to ensure governance compliance and due diligence. In risk management, JBS identified several critical risks that must be addressed in the forthcoming academic year. These include the very high risk of insufficient third-stream income and the departure of key executive leaders from the School, creating leadership changes. To mitigate these risks, new acting leadership has been put in place, and in particular, attention is being paid to the imperative need to revitalise Executive Education, to generate the third-stream income needed to sustain the rapid growth of the School, to provide essential seed funding for developmental initiatives, and to convert temporary positions into permanent roles.



RESOURCE AND FINANCIAL MANAGEMENT

Financial management

The overall performance of JBS during 2024 was a loss of R3.6 million, below the budgeted profit of R3.4 million. This shortfall indicates that JBS has not met its revenue targets while experiencing higher spending. Total income is 86% of the annual target, indicating more efforts are required from the non-subsidised programmes (Executive Education and Centre for Entrepreneurship) to meet the targets set for the future financial sustainability of the School.

Infrastructure management

JBS Park, the Campus home of the Business School

JBS has proudly served as the anchor tenant of JBS Park Campus since 2022. Over the years, we have established a strong presence in the building, and there are exciting opportunities to enhance its alignment with the evolving needs of a business school. Leading business schools worldwide operate around the clock, offering students access to multiple syndicate rooms, a dedicated restaurant, and a convenient coffee counter. Looking ahead, expanding our current facilities of uncapped Wi-Fi access and access to our learning management system (Moodle) could further elevate the student experience and academic engagement at JBS.

In 2024, the JBS Park Campus hosted 26 events organised by JBS and 34 by UJ, welcoming 5 880 guests in JBS Park. Additionally, introducing a diesel generator and solar energy solutions has been a significant and forward-thinking measure, ensuring seamless business continuity during unforeseen power disruptions. JBS installed a photovoltaic energy generation facility. Solar energy solutions are also key to reducing noise and air pollution caused by the diesel generator. JBS has plans for a smart campus initiative by enhancing JBS Park reception and installing two incubator hubs. The JBS@STH restaurant also marked a key milestone with its soft launch, adding an exciting new dimension to the campus experience. These developments, combined with JBS's commitment to excellence, have contributed to the outstanding service delivery that defines the School's operations. The attention to the infrastructural environmental impact contributed to SDG 7: Affordable and Clean Energy, and SDG 9: Industry, Innovation and Infrastructure.

SOCIETAL IMPACT AND SUSTAINABILITY

In 2024, JBS initiated internal processes as a baseline foundation towards institutionalising the first thematic thrust of UJ's Strategy 2035, namely societal impact and sustainability. These processes aim to continuously gather relevant data and information on measuring its societal impact on its internal and external stakeholders. Impact on the community and stakeholders in 2024 (as well as the related SDGs) has been identified throughout this summation report. The following activities are extracted to showcase JBS's initiatives and efforts in this regard.

Teaching and Learning

JBS continued to add societal impact, specifically SDG 4: Quality Education, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, and SDG 9: Industry, Innovation and Infrastructure, through its continued education offerings, as part of its Teaching and Learning academic stratagem. These comprised unique short learning programmes (non-subsidised) aimed at a variety of targeted students to facilitate skills development across several different learning pathways, the following of which are showcased as 2024 successful highlights.

Local Youth Leadership and Entrepreneurship Development

Raymond Ackerman Entrepreneurial Development Programme

In collaboration with the Raymond Ackerman Academy of Entrepreneurial Development (RAA) and Raymond Ackerman Foundation funding, the JBS Centre for Entrepreneurship (JBSCE) offered its flagship entrepreneurial skills development SLP to a fresh cohort intake in 2024. A total of 68 students graduated with certification from the RAA JBSCE programme in 2024. The bulk of the 68 programme graduates have begun or are currently pursuing business opportunities. Students have received help from the RAA-ED with ideation, business registration, and business growth. Participants gain profound understanding of themselves, their areas of strength and growth, and the opportunities and challenges facing their careers. They also acquire critical skills for facilitating and consulting.



UJ Youth Leadership Development Programme

The UJ Youth Leadership Development Programme (UJYLDP) is a six-month SLP aimed at helping young leaders to develop a basic understanding of what it takes to be a masterful leader. The programme provides young leaders with leadership skills required at different levels of work, focusing on shaping character, a caring nature, competence, and commitment towards UJ. A total of 42 programme participants graduated with certification from the UJYLDP in 2024.

JBS Grit Lab Programme

Established within the JBS Innovation Lab, this initiative is more than just an educational programme – it is a movement designed to bridge the gap between theory and real-world application, empowering young black students to lead in the 4IR. It operates as a free skills development programme, equipping black youth with hands-on expertise in software development, artificial intelligence, data science, and emerging technologies. This unique approach has resulted in a 100% employment rate for graduates at the GRIT 4 Level, proving the programme's ability to create job-ready professionals. Beyond South Africa, JBS GRIT Lab is part of a larger vision – GRIT Lab Africa (GLA), a programme committed to training one million young black students by 2030. In 2024, the Grit Lab programme trained more than 500 young black students who all went on to gain employment in software development and related areas.

Women's Leadership Development

UJ Women's Leadership Development Programme

The purpose of the UJ Women's Leadership Programme (UJWLDP) is to provide a platform for senior support staff and academics to turn their professional intent into personal impact so that they can thrive at work and in life. Launched in 2016, the programme cohort consisted of a diverse group of women from various faculties and different race groups, age cohorts and employment tenure at UJ. A total of 21 programme participants graduated with certification from the UJWLDP in 2024.

Higher education/universities executive leadership

UJ Executive Leadership Development for Universities Programme

The Executive Leadership Development for Universities (ELDU) programme is designed to provide personal and professional leadership skills for executive leaders so that they are equipped to effectively and efficiently function at their required level of work within their organisational context. JBS was proud to graduate eight students on the programme by year end 2024. All the candidates have committed to applying their learnings to their portfolios as they rise through the ranks in executive leadership at UJ.

Future Professors Programme

DHET selected UJ as the lead implementer of the national Future Professors (FPP) Phase 2 Programme. The FPP is a competitive and selective programme of DHET to prepare promising academics to become a new cohort of South African professors across disciplines. A structured and intense programme accelerates participants' readiness for the professoriate. JBS graduated 32 students on the programme in 2024.

Small Business Enterprise Development

Small Business Enrichment Programme (SBEP)

The SBEP equips participants from SMMEs with knowledge of business entrepreneurship and management. By so doing, the programme equips entrepreneurs with the necessary skills to be solution providers. JBSCE plays a critical role in the journey of entrepreneurship through supporting small- and medium-sized companies through this programme. The support aims to bring integration and alignment, both internally and externally.

Research

Most of the research and intellectual outputs for the JBS in 2024 (cumulative), totalling nine book chapter contributions, 13 conference proceedings, and 47 journal papers, focused on interdisciplinary and multidisciplinary subject areas. Digital transformation and innovation in emerging technologies, however, were broad cross-cutting themes. As such, the School mainly contributed to societal impact through its research to SDG 9: Industry, Innovation and Infrastructure, and as an indirect impact to SDG 8: Decent Work and Economic Growth.



JBS measured its research impact using bibliometric indicators, as noted, by the publication counts. Other measures included citation frequency and the h-index, alongside journal impact factors and article-level metrics. Publications featured in many Quintile 1 journals and JBS was proud to publish articles that featured in high-impact journals (the top 25% globally) in 2024. In the future, JBS will attempt initiatives to measure its research impact via social and public engagement.

Community engagement

In 2024, JBS maintained its focus on community engagement through a number of key projects with various aims and objectives. The community engagement activities and outputs (over and above the activities mentioned earlier in this report) that JBS is proud to showcase, added to JBS's societal impact across the following SDGs for the year, namely SDG 1: No Poverty, SDG 2: Zero Hunger, SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, and SDG 10: Reduced Inequalities.

Mandela Day Social Community Engagement

JBS partnered with the Centre for Social Development in Africa (CSDA) within the Faculty of Humanities as part of its Mandela Day contributions towards community engagement/upliftment projects. In this regard, the JBS staff visited the Helen Joseph Hospital (Freda Hartley Shelter, a home for destitute women and children). This project aimed at impacting the most vulnerable of society, namely marginalised women and children and therefore contributed to, albeit very slightly, tangible impact against SDG 1: No Poverty, SDG 2: Zero Hunger, and SDG 10: Reduced Inequalities.

Primestars Programme

The Primestars Step Up 2A Start-up Youth Entrepreneurship Programme involves 27 high school learners from various regions across South Africa who were among the top 10 (in groups) Step Up 2A Start-Up competition winners. In 2024, the programme graduated several learners represented by the 27 high schools. The programme achieved the societal impact in 2024, concomitant to the following SDGs, namely SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, SDG 9: Industry, Innovation and Infrastructure, and SDG 10: Reduced Inequalities. The programme tackled critical social and economic challenges faced by youth in South Africa, particularly in underprivileged communities.

FUNDRAISING INITIATIVES

In 2024, JBS continued growing the JBS Executive Education services. Executive Education attracted more than R16 million in new business; however, it unfortunately exceeded its programme spending. In addition, the JBS Centre for Entrepreneurship (JBSC) continued its invaluable work of training large numbers of young entrepreneurs and executives and providing support to startups. These endeavours comprise a significant source of revenue for JBS. In this regard, the JBSC raised approximately R25 348 598 in funding for enterprise development and entrepreneurship skills development programmes in 2024. JBS's external research funding for 2024 surpassed the targets set: the national funding target was set at R4.4 million, and the actual raised was R4.65 million; and international funding hugely exceeded the set target of R600 000 and came in at R5.71 million for the year.

THE WAY AHEAD

A strong foundation was established in 2024 to offer quality postgraduate programmes. In 2025, the focus will be on revisiting the admission process and improving the throughput of students through a retention plan. Non-subsidised short programmes offered through Executive Education and the centres in JBS will be streamlined and focused, leading to growth and profitability. JBS will continue to strive to be a business school of choice, within the context of the UJ brand and strategy. The focus on digital transformation and technologies for the future will continue to be used to create a unique niche for the School, linked to societal impact and sustainability.



Randall Carolissen (Dr)

Dean: Johannesburg Business School



Adri Drotskie (Prof)

Dean: Johannesburg Business School (Acting)

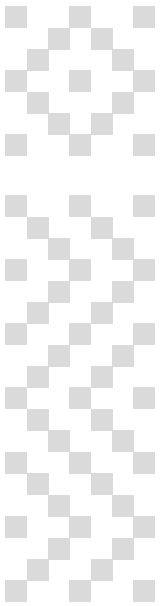




SUSTAINABLE DEVELOPMENT GOALS



Section TWELVE



Community Engagement

OVERVIEW

The University of Johannesburg (UJ)'s dedication to community engagement is embedded in its mission to “transform and serve humanity through innovation and the collective and collaborative pursuit of knowledge” through the application of its human capital. As such, the University acknowledges its obligation to utilise its teaching and learning, as well as research and community engagement capacities to make a significant contribution to the social, economic, health and educational development of Johannesburg and Gauteng, as well as that of the broader society for positive societal impact. The UJ Community Engagement (CE) Unit envisions integrating community engagement into teaching, learning, and research, demonstrated through three pillars: service learning, community-based research, and organised outreach. In 2024, the CE Unit implemented strategic initiatives, facilitated collaborations, and recorded 285 community engagement projects across faculties and divisions, aligned with these pillars.

- Organised outreach – 182 projects.
- Service learning – 79 projects.
- Community-based research – 24 projects.

This report provides an overview of the community engagement initiatives implemented by UJ in 2024. These initiatives were implemented as institutional projects and programmes facilitated by the CE Unit, and projects that were implemented by academic faculties and support divisions. These dynamic and diverse projects not only engaged internal and external communities but also actively created a meaningful and lasting impact within these communities. This report outlines the key achievements of community engagement in 2024.

ACHIEVEMENTS IN 2024

Community engagement programmes and projects

In collaboration with UJ staff, students, and external stakeholders (community-based organisations (CBOs), government departments, and private entities), the CE Unit implemented the following institutional initiatives in 2024.

Student Volunteer Programme

The student volunteer programme is an institutional flagship programme that focuses on recruiting students to volunteer in the communities UJ works with to contribute towards the common good. This multidisciplinary,



interfaculty, and transformational programme is implemented every year to provide an opportunity for UJ students to gain first-hand experience in the community. For 2024, the programme recruited 20 834 volunteers, which exceeded the target of 20 000. The number of student volunteers recruited per faculty per campus is given in the table below.

Table 56: Number of student volunteers per faculty per campus

| FACULTIES | APK | APB | DFC | SWC | TOTAL |
|--|--------------|--------------|--------------|--------------|---------------|
| Faculty of Art, Design and Architecture | 25 | 553 | 47 | 3 | 628 |
| Faculty of Education | 752 | 188 | 74 | 513 | 1 527 |
| Faculty of Engineering and the Built Environment | 489 | 421 | 2670 | 55 | 3 635 |
| Faculty of Health Sciences | 118 | 119 | 711 | 17 | 965 |
| Faculty of Humanities | 1 740 | 730 | 222 | 372 | 3 064 |
| Faculty of Law | 844 | 115 | 64 | 30 | 1 053 |
| Faculty of Science | 1 140 | 164 | 471 | 48 | 1 823 |
| College of Business and Economics | 3 137 | 2 261 | 276 | 2 465 | 8 139 |
| TOTAL SIGN-UPS | 8 245 | 4 551 | 4 535 | 3 543 | 20 834 |

There has been remarkable growth in student participation in the volunteer programme over the past three years. In 2022, we recruited 15 108 student volunteers and in 2023, 18 898. As indicated in the table above, the number of student volunteers for 2024 has increased by 1 936, reflecting our continued success and engagement. The student volunteer programme addresses several UN sustainable development goals.

CEyafunda training and development programme

CEyafunda is a term adapted from Siyafunda, a Nguni word meaning ‘we are learning’. The ‘CE’ in CEyafunda intentionally replaces the ‘Si’ in Siyafunda to symbolise community engagement. This initiative was launched in 2012 to tackle the educational challenges faced by academically struggling and economically disadvantaged schools. UJ students volunteer to tutor learners in these institutions in Science, Technology, Engineering, and Mathematics (STEM). This initiative aims to ensure that inclusive and equitable education reaches under-resourced schools in previously disadvantaged communities, hence addressing the UN’s SDG 4: Quality Education. In 2024, educational programmes were implemented in schools, NGOs, and NPOs.

Single Parents Empowerment Programme

The Single Parents Empowerment Programme is an initiative designed to equip solo parents with the knowledge, skills, and resources necessary to effectively support their children’s well-being, development, and education. The ultimate goal is to foster stronger families and communities. In 2024, this programme was delivered through four engaging workshops aimed at empowering solo parents by providing them with valuable skills and information, as well as connecting them with resources to successfully navigate the challenges of parenthood and raising children on their own. This programme addresses the UN SDG 3: Good Health and Well-being, and SDG 5: Gender Equality.

Environmental Sustainability Project and campus cleanup campaigns

The environmental sustainability project is closely integrated with city and campus cleanup efforts. In 2024, the CE Unit successfully implemented environmental sustainability initiatives across all campuses. These initiatives included weekly campaigns aligned with the student volunteer programme. The project promotes recycling, litter collection, and proper disposal, the creation of green spaces, and educating community members about the significance of maintaining a clean environment for sustainability. This endeavour addresses several UN sustainable development goals, including SDG 11: Sustainable Cities and Communities, SDG 13: Climate Action, and SDG 15: Life on Land.



Community Engagement (CE) Day

The purpose of CE Day at UJ is to highlight and promote the University's community engagement projects, share valuable knowledge and resources, and raise awareness among students, staff, and community members about the vital role of higher education in fostering social and economic development. Annually, UJ implements CE Day to showcase the community engagement initiatives undertaken by faculties, divisions, and external partners. The 2024 CE Day took place on 5 April 2024, under the theme 'Community Engagement with Societal Impact through Sustainable Projects'. This initiative helps bridge the gap between academia and communities, fostering partnerships to tackle societal challenges. CE Day further contributes to the UN SDG 17, which emphasises partnerships for achieving sustainable development goals.

Nelson Mandela International Day and Mandela Month

On 18 July 2024, UJ proudly celebrated Nelson Mandela International Day, a day dedicated to community service and social change. On this significant occasion, UJ staff and students came together with enthusiasm and compassion, dedicating their time and energy to support local hospitals, community-based organisations, and various communities in need. With generosity, UJ staff and students lent a helping hand through various volunteer efforts, which included donating essential food items, stationery, and clothing to those less fortunate. These efforts continued throughout the month of July. These remarkable initiatives were deeply inspired by the 2024 theme, 'It is now in your hands to combat poverty and inequity', urging people to take responsibility in the fight against these critical issues. The activities throughout the month unfolded as a testament to the power of collective action and the enduring spirit of Ubuntu, as members of the UJ community recognised their role in fostering positive change and uplifting our local communities.

Women in Community Engagement Empowerment Programme (WiCEEP)

The CE Unit hosted the WiCEEP on 30 August 2024. The programme was attended by 120 women from various walks of life within the University and surrounding communities. This is an annual programme hosted in the month of August to recognise and celebrate women's contributions in communities. Various speakers from academia, business and the NPO sector presented empowering topics for the women who attended, focusing on the importance of having women in decision-making positions. The esteemed guest speakers included Ms Zakhona Mvelsa, the visionary founder of the Awaken African Women Network, whose work catalyses women's empowerment across the continent. Dr Shahied Omar represented the Teddy Bear Clinic, sharing insights into the intersection of health and community support. Prof Mpho Primus from the UJ's Institute for AI Systems (former Institute of Intelligent Systems) captivated the audience with her groundbreaking research, while Prof Kulsum Kondiah, Vice-Dean: Teaching and Learning in the Faculty of Science, stressed the vital role education plays in transforming lives. Together, these influential voices not only celebrated the achievements of women but also ignited a passion for change and collaboration among attendees, encouraging them to envision and pursue their own pathways to leadership and impact.

Mental Health Forum

The CE Unit has established a dedicated mental health forum aimed at providing essential support and guidance to student volunteers as they navigate the challenges of preparing for formative and final assessments. In 2024, this forum organised two engaging workshops during the critical examination period, offering participants valuable strategies and tools to help manage their stress and enhance their academic performance. These workshops served as a strong foundation for fostering resilience and promoting well-being among student volunteers, ensuring they felt equipped to tackle their assessments with confidence.

Financial Literacy Programme

In 2024, the CE Unit implemented three workshops aimed at empowering community savings schemes, such as Stokvels, social investment groups, and burial societies, through financial education. This initiative was carried out in partnership with the South African Broadcasting Corporation (SABC) and the UJ Department of Finance and Investment Management. The programme, titled 'Financial Literacy for Community Saving Schemes Project: Towards Improved Financial Decision Making', is part of the ongoing organised outreach projects led by UJ. These efforts seek to address various UN SDGs, including SDG 4: Quality Education, SDG 10: Reduced Inequalities, and SDG 17: Partnerships for Goals.



Community-based organisations (CBO) engagement forums

The CE Unit hosted four quarterly CBO forums in 2024. These forums served as a vital platform for engaging in meaningful discussions about collaborative partnerships with various CBOs with which UJ has established volunteering relationships. The forums aimed not only to foster capacity development among the CBOs but also to create an environment where these organisations could network and exchange valuable information. The focal point of the 2024 discussions was the strategic placement of student volunteers within these organisations. This initiative was designed to enhance the impact of volunteer efforts while simultaneously providing students with enriching experiences in community engagement. Additionally, the forums emphasised collaboration on sustainable community programmes that seek to drive positive societal impact, ensuring that the collective efforts of the participants are both effective and enduring.

Community Engagement Annual Showcase Seminar

The CE Unit implements an annual showcase seminar and competition for UJ students implementing community engagement projects. This initiative encourages and motivates students to participate in community engagement, serve their communities, and emphasise commitment to the common good. In 2024, the Showcase Competition took place on 14 October 2024, and four projects were selected as winners. The projects that won the 2024 competition were:

- **1st position:** Project Hope and Empowerment – spreading arms and warm hearts of kindness.
Presented by Mpilenhle Dlamini from Moshate Heights ladies' residence.
- **2nd position:** Give a Child a Gift project.
Presented by: Lehlogonolo Galane (Oppierif men's residence) and Lunje Mengezeleli (Magnolia ladies' residence).
- **2nd position:** Padel Green Bicycle Club.
Presented by Lerato Damane, BSc Computer Science and Informatics.
- **3rd position:** My Home to your Home.
Presented by Lwazi Mbhele and Sibahle Khubeka (Karibu Jamii ladies' residence)

Imbizo Awards

Annually, the CE Unit proudly hosts the esteemed Imbizo Awards, a celebration dedicated to honouring the top 100 students who have not only participated but also excelled in innovative and impactful sustainable community engagement projects. For 2024, the theme was 'Together we build, together we thrive – A journey of impact and empowerment', encapsulating the spirit of collaboration and the transformative power of community initiatives. The top three students who won the student volunteerism Imbizo Awards were:

- **1st place (Gold):** Nyakallo Mokoena, 584 hours, from Doornfontein Campus
- **2nd place (Silver):** Nomathemba Nkosi, 534 hours from Soweto Campus
- **3rd place (Bronze):** Okuhle Songwaxa, 489 hours from Auckland Park Bunting Road Campus

2024 UJ Community Engagement Service Excellence Awards

Annually, the CE Unit hosts the Service Excellence Awards to honour UJ employees for their exceptional contributions to community development. In a notable first for 2024, the awards ceremony also acknowledged and celebrated the impactful work of faculties and divisions through their flagship projects. The top three winners for the 2024 Community Engagement Service Excellence Awards were:

- **1st Prize:** Prof Pieter Els
Faculty: Health Sciences
Project: Riverlea Community Outreach Project
- **2nd Prize:** Prof Melanie Samson
Faculty: Humanities
Project: UJ ARO Reclaiming Praxis Network
- **3rd Prize:** Mr Gordon Froud
Faculty: Arts, Design and Architecture (FADA)
Project: FADA Africa Reclaimers Project



Other projects were launched in 2024, including the Digital Content Creators workshop, and the Role of the Nightlife Economy and Communities in Addressing Gender-based Violence. These projects received good feedback from stakeholders and will be implemented again in 2025.

CE PROGRAMMES AND PROJECTS BY FACULTIES AND DIVISIONS

The UJ Community Engagement Policy gives UJ CE the mandate to coordinate and report on community engagement projects implemented by UJ faculties and divisions. The same policy provides for the MEC to have oversight of CE activities at UJ. To this end, MEC has representation through the Community Engagement Advisory Board (CEAB) led by an MEC member, Prof Bongani Ngqulunga, 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 2024, 285 CE projects were implemented by the University. Of this number, 182 were organised outreach projects run by faculties and divisions, including the CE Unit, 79 projects involved service learning, and lastly, 24 were community-based research projects. Annually, faculties and divisions select top flagship projects to represent their domains. For 2024, the following projects were designated flagship initiatives for UJ faculties and divisions.

Table 57: Faculties and divisions flagship projects

| NAME OF FACULTY/ DIVISION | FLAGSHIP PROJECT | DESCRIPTION OF THE PROJECT | CE COORDINATOR |
|---|------------------------------------|--|-------------------------|
| Faculty of Health Sciences | Riverlea Community Outreach | The Riverlea Outreach Project is a collaborative intervention programme involving UJ, the Medical Research Council (MRC), the Riverlea Development Trust (RDT), and the City of Johannesburg (CoJ). The project enhances and promotes general wellness within the Riverlea community through targeted health service interventions in environmental health, podiatry, the Laser Research Centre, optometry, and medical and radiation sciences (MIRS) – specifically antenatal ultrasound scans. It also includes sports, and movement studies and facilitates work-integrated learning for UJ Health Sciences students and researchers. The project, which was initiated in 2010, is ongoing and serves the Riverlea population of approximately 33 000 people. | Dr S Bidassey-Manilal |
| Faculty of Engineering and the Built Environment | Gwakwani Smart Village | Through this initiative, 35 households in the rural village of Gwakwani in the Limpopo province of South Africa have been supported through a range of successful projects launched in the village. These included two solar borehole pumps, lights, and small power solutions in houses, as well as a creche and a solar bakery. This is an ongoing organised outreach and community-based research project supporting local economic and capacity development. The project was officially relaunched in 2024, incorporating various initiatives from all UJ faculties covering three villages, namely Gwakwani, Matatani and Mbodi. | Ms N Janse van Rensburg |



| NAME OF FACULTY/ DIVISION | FLAGSHIP PROJECT | DESCRIPTION OF THE PROJECT | CE COORDINATOR |
|--------------------------------------|-------------------------|--|---|
| Faculty of Law | UJ Law Clinic | The UJ Law Clinic consists of three individual clinics, each headed by a Principal Attorney under the auspices of the Director, Ms Natasha Naidoo. The Law Clinic formally opened its doors to the public in February 1981 with 18 students; in 2024, they worked with 275 students. The main aims of the Law Clinic are the rendering of free legal services and the clinical training of law students. The Law Clinic utilises the live client model to train the students in the practice of law. The client base consists primarily of the indigent members of the community in and around the respective law clinics. The exposure to the less fortunate in society inculcates in most a keen sense of social awareness and justice. | Prof A Boniface and Prof R Laubscher |
| Faculty of Education | Funda UJabule | Funda UJabule School is a partnership between the Gauteng Department of Education (GDE) and UJ. This school opened its doors to the children of the area in 2010, and it has grown into a fully-fledged primary school. Funda UJabule was founded as a teacher education and research school in the Faculty of Education, in collaboration with the GDE. In addition to serving the children of Soweto, it serves as a training site for teacher education students at the University. It is also the site of unique longitudinal research. The school also hosts community engagement projects related to care and education in childhood and accommodates visiting international students. | Ms M Mahomed |
| College of Business Economics | iZindaba Zokudla | iZindaba Zokudla is a Zulu (Nguni) phrase referring to the King's court, where discussions about the food we eat together take place. iZindaba Zokudla was created in alignment with the concept of a Food Policy Council. This idea of democratic control over the food system has evolved into what we now call Public Innovation Laboratories, which formalise stakeholder engagement as a structured form of social dialogue. Through the Public Innovation Laboratories, the project mobilises stakeholders interested in a sustainable food system and links them to farmers; this assists emerging entrepreneurs in gaining access to the economy and creates an enabling environment for innovative and sustainable businesses. Given the complexity of the agriculture sector, this project aims to promote access to the right information, especially to emerging entrepreneurs, to ensure the success and sustainability of their enterprises. | Ms S Venter |



| NAME OF FACULTY/ DIVISION | FLAGSHIP PROJECT | DESCRIPTION OF THE PROJECT | CE COORDINATOR |
|---|--|---|----------------|
| Faculty of Science | Soweto Science Centre | The Soweto Science Centre is a project that offers extra science classes to Grade 10- 12 students and provides professional development for science teachers. The initiative includes structured group learning sessions, science career guidance, test preparation, and outreach to disadvantaged schools. The Teacher Development Programme enhances teachers' content knowledge and laboratory skills. The Centre also implements initiatives such as the Eskom Expo for Young Scientists, the International Day of Mathematics, and the Physics Bootcamp, as well as the Virtual Teacher Training Workshop, which forms part of the initiative. | Dr G Koorsen |
| Faculty of Art, Design and Architecture (FADA) | FADA African Reclaimers | This project aims to encourage FADA students to use recycled materials or waste and incorporate these into their designs. In 2024, the project implemented a reclaimers parade in Brixton, titled 'Materials managed'. Students created various resources to educate the community about recycling and reclaiming. These included animated videos and games that kids could play, an onboarding booklet and brochures to assist reclaimers, a child's book on reclaiming and recycling, and continued support for the African Reclaimers Organisation. | Mr M Bolton |
| Faculty of Humanities | UJ-ARO Reclaiming Praxis Network: A University-Civil Society Collaboration advancing environmental, social, and economic justice and sustainability | Reclaimers who salvage recyclables from rubbish bins and landfills are dismissed as crazy, disposable people marginal to South Africa's economy and society. They save municipalities a lot of money each year, and because of them, we have recycling rates comparable to some European countries. UJ staff and students from various faculties are partnering with the African Reclaimers Organisation (ARO) to implement 10 projects over three years to achieve the following outcomes: a) A model for multi-faculty community engagement, which is embedded in and strengthens academic teaching and research responding to societal needs. b) Increased capacity in the informal recycling sector to advance economic, social, and environmental justice for reclaimers. c) Growing the circular economy and a just transition in Johannesburg and scaling across South Africa. d) Promoting the use of technology and 4IR by reclaimers/informal workers to advance sustainable development. | Dr V Nadesan |



| NAME OF FACULTY/ DIVISION | FLAGSHIP PROJECT | DESCRIPTION OF THE PROJECT | CE COORDINATOR |
|---|---|--|------------------------|
| UJ Sport | Imbokodo Women's Rugby 7s | Imbokodo Women's Rugby 7s tournament is an annual project that provides opportunities to female rugby players of different age groups. The tournament aims to provide a platform for women to take part in rugby. This also provides an opportunity for players to be recruited by UJ Sport and for teams to prepare for national competitions. Currently, this is the only women's Rugby 7s tournament in the country and attracts teams from outside the Gauteng province. In 2024, the tournament was hosted over two days, and 28 teams participated. Great rugby was displayed throughout the tournament. The tournament was a success and has proven to be growing. | Ms N Mahlangu |
| Student Affairs | Akanani men's residence community engagement | The Akanani men's residence partnered with the Ndlovukazi ladies' residence in a community outreach programme. Through this initiative, clothes were donated to children's homes and homeless and unhoused persons in Johannesburg. | Ms N Mahlangu (Acting) |
| Academic Development and Support | Empower the Empowerees Exam Readiness Workshop | The project focuses on providing UJ student volunteers with the tools they need to succeed academically while supporting their personal development and amplifying their influence in communities. These abilities enable volunteers to effectively mentor and encourage their peers in addition to providing them with the tools they need to succeed in their own academic activities. Through the provision of training in critical thinking, time management, and effective communication, organisations can guarantee that their volunteers' efforts result in significant outcomes. Furthermore, giving volunteers these abilities enable them to act as role models and champions for education in their communities, encouraging others to pursue academic success. In the end, supporting student volunteers' academic progress not only helps them personally but also improves society by encouraging a culture of empowerment, learning, and teamwork. | Dr L Mokotjo |



CONCLUSION

Community Engagement at UJ has experienced notable growth in the participation of both students and staff in CE activities. This is reflected in the rising number of students who volunteer for community engagement initiatives, as well as the positive impact of projects implemented by various faculties and divisions.

In 2024, CE faced the challenge of limited funding for projects. To address this, the CE Unit will collaborate with different faculties and divisions, as well as the Development and Fundraising Office, to seek partnerships with organisations with the goal of securing financial support for CE projects. Additionally, the CE Unit plans to launch an online reporting tool for community engagement initiatives in 2025 to ensure consistent and timely reporting across the University. Moving forward, the University remains committed to launching and implementing projects that will uplift local communities and foster a positive impact on society.



Bongani Ngqulunga (Prof)

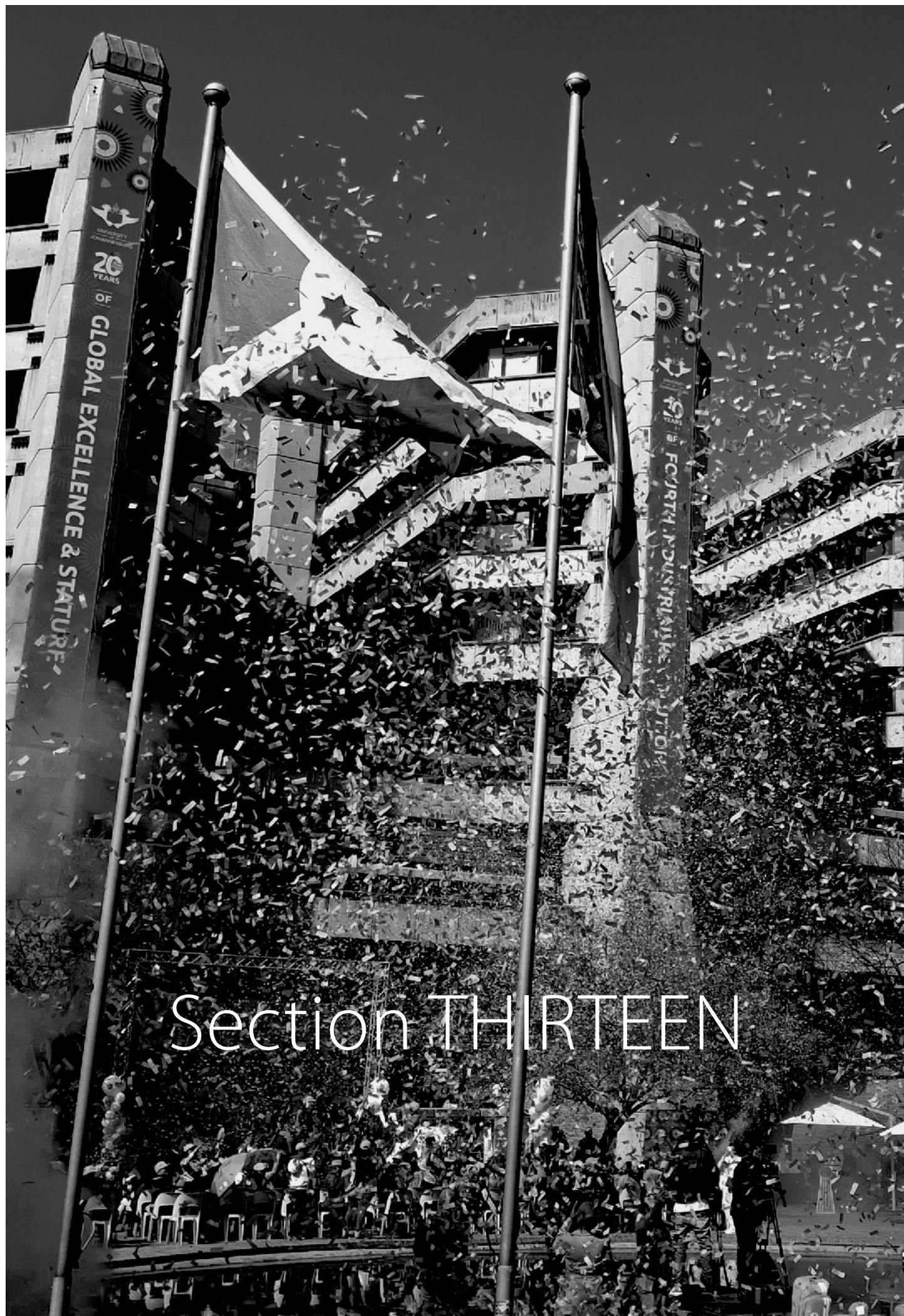
Senior Executive Director:
University Relations, Student Affairs and Sport



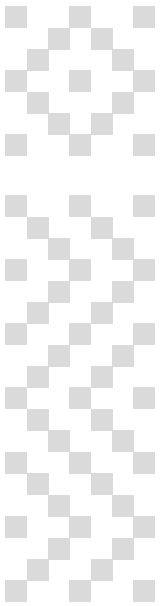
Letlhokwa Mpedi (Prof)

Vice-Chancellor and Principal





Section THIRTEEN



University and Stakeholder Relations

OVERVIEW

Developing and maintaining relationships with significant stakeholder groups is crucial to UJ's growing national and international reputation. While interventions in 2024 continued to showcase UJ's leading role in the 4IR and associated initiatives, a major milestone was the launch of UJ's Strategic Plan 2035 in October 2024 with its key thrust of societal impact and sustainability.

UJ's stakeholder groups include staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses. Engagement with all these groupings will be key for the University of Johannesburg to achieve its Strategy 2035 with its intent to make a meaningful and positive impact on society, the economy, cultural life, public policy, health, and the environment.

This report will highlight how UJ successfully engaged stakeholders during 2024, focusing particularly on non-academic stakeholder engagement, most of which is managed through the Division of University Relations, which deals directly or indirectly with a wide range of UJ stakeholders as part of its core business.

UNIVERSITY RELATIONS

The purpose and drive of the Division of University Relations is to ensure active stakeholder engagement to advance the profile and reputation of the University. This drive has a broad scope and is accomplished by integrating the functions of the various operating units in University Relations:

- Strategic Communications, which safeguards and advances UJ's reputation.
- Marketing and Brand Management, which builds and protects UJ's corporate brand.
- UJ Broadcasting, 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 a year of milestones and innovation, the Strategic Communications Department played a pivotal role in amplifying the University of Johannesburg's (UJ) reputation, visibility, and stakeholder engagement. Through compelling storytelling, media engagement, digital transformation and award-winning campaigns, the Department strengthened UJ's local and global impact.

Shaping the future: UJ Stakeholder Report

On 8 October 2024, during the launch of the Strategy 2035, Strategic Communications unveiled the UJ 2023 Stakeholder Report – a high-level reflection on the University's achievements during the previous



year. The report highlights UJ's growing global stature, advancements in teaching and learning, and research excellence while showcasing faculty performance and the overall student experience. By offering a concise yet powerful overview, it serves as a vital reference for both internal and external stakeholders. The report is available for download.

UJ News: A digital platform for impact

Since its August 2023 launch, UJ News (<https://news.uj.ac.za/>) has emerged as a premier digital platform, attracting 760 000 new users and generating 1.3 million page views. The platform's reach has expanded beyond South Africa, gaining traction in the United States, Nigeria, and Eswatini.

Notably, Google Discover and Search have significantly boosted UJ's visibility. Dr Khensani Xivuri's story alone achieved 187 000 clicks with a 7,98% click-through rate (CTR) on Discover. In Search, 'UJ free online courses' remains the top-performing keyword, ranking #1 with a 69% CTR, generating 20 000 clicks. To optimise performance, the team implemented the Yoast SEO plugin in March 2024, enhancing search visibility.

Improved digital engagement

Strategic Communications introduced several key digital enhancements to strengthen UJ's online presence. Highlights include:

- Text-to-audio integration (Feb 2024): Trinity Audio allows users to listen to articles instead of reading them.
- UJTV web page (May 2024): A dedicated video content hub on UJ News (<https://news.uj.ac.za/ujtv/>).
- Expanded media expert list: Updated to provide journalists and stakeholders with easier access to credible UJ voices.

Visual storytelling: Videography and photography

Video content continues to play a crucial role in UJ's digital engagement strategy. In 2024, Strategic Communications produced 124 high-quality videos across multiple themes:

- **Faculty and institutional content** – Showcasing academic programmes, facilities, and key initiatives (e.g. Legal Corridor series, faculty open days, new programme launches).
- **Research features** – Highlighting groundbreaking research and community projects (e.g. Sophiatown Reborn heritage project, Gwakwani Smart Village sustainability initiative, water conservation research).
- **Vice-Chancellor content** – Capturing leadership engagements and institutional milestones (e.g. High Tea with the Vice-Chancellor, UJ graduation ceremonies, strategic partnership signings).
- **Promotional campaigns** – Driving awareness of academic opportunities (e.g. Law CEP programmes, postgraduate application campaigns, short learning programme promotions, international student recruitment).
- **Student life and experience** – Showcasing the vibrant student journey at UJ (e.g. 'A Day in the Life of a UJ Student', student leadership highlights, campus culture events).

Photography also remained integral, with updated stock images featured in key publications, including the UJ Stakeholder Report 2024 and faculty materials. Official event photography covered numerous high-level events, including honorary doctorates, distinguished public lectures, and major institutional partnerships such as the high school projects launch with the DBE and UJ, and the Gwakwani Smart Village launch.

Awards and recognition

Strategic Communications' excellence was recognised at the 2024 MACE Excellence Awards in Cape Town on 28 November, securing multiple accolades for creative storytelling and digital content strategy. These included awards for:

- Videography: Sophiatown Reborn.
- Audio, visual and audiovisual: Student Success Stories Campaign.
- Writing for the Web: UJ student graduates with distinction despite life-changing accident.

These awards reinforce UJ's ability to craft compelling narratives that resonate with diverse audiences while strengthening its brand identity.

Strengthening UJ's media presence

With the University launching innovative projects in 2024, the Strategic Communications Department was at the forefront to ensure that the institution gained optimal media coverage. Key projects included:



- UJ for Societal Impact in Limpopo.
- Faculty of Law's Virtual Reality (VR) Courtroom Game (Africa's first VR-based legal education tool).
- UJ-Sibanye-Stillwater Simulacrum Mining Facility.
- Facial Recognition for Registration App.

An efficient communication strategy specifically tailored for the mainstream media ensured that these projects received extensive coverage across the media landscape (print, online and broadcast).

Additionally, coverage extended to graduation ceremonies, honorary doctorates, and milestone initiatives, such as the launch of the UJ Strategy 2035 and the commemoration of 30 Years of Democracy in South Africa. The honorary doctorate conferral on Pitso Mosimane was widely covered, further strengthening UJ's national and global profile.

Strategic Communications also focused on thought leadership, expert commentary, and research-driven storytelling, ensuring that UJ set the news agenda and contributed to solving societal challenges. This approach reinforced trust among stakeholders and positioned UJ as a thought leader in key academic and research areas.

Independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater, confirmed UJ's continued growth and positive media trajectory. Key highlights from the review period include:

- 552 UJ experts active in giving expert commentary in national media.
- 100 experts appeared in global media (this lower figure is due to delays in finalising the media monitoring contract).
- 10 101 total media clippings generated.
- 285 op-eds across all media inclusive of those with strong links to 4IR and SDGs.
- More than 50 research and innovation stories featured and amplified on radio and TV stations.

MARKETING AND BRAND MANAGEMENT

The Marketing and Brand Management Department, with support from UJ staff, successfully executed major events, including the Gwakwani Launch (5 October) and the Strategy 2035 Launch (8 October). These large-scale events were managed professionally, receiving positive feedback both internally and externally. Other key events, such as honorary doctorate ceremonies and graduation events, proceeded as planned.

Undergraduate marketing success

- The Orange Carpet Top Achievers event, aimed at converting top student applications into enrolments, was successfully hosted.
- By the end of September, 5 764 Orange Carpet applications had been received, exceeding the 2024 target of 5 100.

Brand development and visibility

- A physical brand shop proposal has been submitted, with progress dependent on finalising the SLA with the new Online Brand Shop supplier. Budget considerations remain a key focus.
- The ongoing brand marketing campaign has reached 168 million people, with a 48% media discount negotiated, allowing for greater impact within budget constraints.

Digital and social media growth

- The Social Media team continues to amplify UJ news across platforms.
- TikTok, a newly introduced platform, has grown as planned, reaching 7 960 followers by September.
- The Choices Campaign, focused on responsible decision making and social media use, is progressing with strong engagement.

The top-performing posts across social media in 2024 included a reel about a PhD graduate in Electrical and Electronic Engineering giving words of encouragement for perseverance in studies, which gained 511 000 views on TikTok and reached 2.4 million users on Facebook. On LinkedIn (71 000 reach) and Instagram (246 000 reach), the best-performing post featured Pitso Mosimane receiving an honorary doctorate. Meanwhile, the top post on X (formerly Twitter), with a 483 000 reach, was a statement regarding the passing of a UJ student. Overall, our observations indicate that graduation-related content generated the highest engagement, reach, and views across all platforms in 2024.



Table 58: Quarterly growth 2024

| PLATFORM | MARCH | JUNE | SEPTEMBER | DECEMBER | GROWTH % |
|--------------------------------|---------|---------|-----------|----------|----------|
| Facebook followers | 696 230 | 704 577 | 715 097 | 728 882 | 6% |
| X (formerly Twitter) followers | 8 544 | 9 124 | 92 709 | 93 429 | 5% |
| LinkedIn followers | 391 931 | 403 723 | 414 554 | 420 727 | 10% |
| Instagram followers | 55 817 | 60 958 | 64 064 | 65 437 | 23% |
| YouTube subscribers | 23 255 | 23 798 | 24 816 | 25 462 | 12% |
| TikTok followers | – | 2 385 | 7 968 | 11 063 | N/A |

UJ Graphic Design Studio

The UJ Graphic Design Studio, consisting of four experienced designers, completed 752 projects and 9 445 pages in 2024. The Studio handles a variety of design requests, particularly digital ads and social media content. Funds from internal clients support the Studio's resources, including state-of-the-art hardware and UPS for uninterrupted production.

Graphic Designer Karien Brink was recognised for 35 years of service at UJ.

UJ Events Management Unit

The Events Management Unit successfully planned and executed 56 key events and 74 graduation ceremonies on behalf of the UJ Council, Vice-Chancellor, and Executive Leadership Group. Notable engagements included the UJ Strategy 2035 Launch, Stakeholder Report Launch, Gwakwani Smart Village Launch, and the UJ Council Awards and Dinner.

All graduation ceremonies were livestreamed, and four doctoral degrees were conferred. The Unit also supported major lectures, including the Deputy President Lecture and the 30 Years of Democracy Lecture in collaboration with the College of Business and Economics (CBE).

Key events managed included the following:

- 19 professorial inaugurations
- MISTRA/UJ Annual Lecture
- UJ Open Day and Grade 12 Orange Carpet event
- Vice-Chancellor's campus engagements and distinguished awards
- UJ staff day and long service awards

UJ BROADCASTING

UJFM

As part of our ongoing commitment to developing UJ journalism and broadcasting students, UJFM successfully assembled a dedicated team of 55 students responsible for the station's programming. In terms of training, 32 UJ students completed their coursework with NEMISA, receiving certificates for their efforts. Additionally, six students participated in the youth development programme in collaboration with 5FM (SABC).

During the 10 months of the academic year, UJFM disseminated an impressive total of 6 655 UJ-related news items, while also highlighting the accomplishments of 44 exceptional UJ students from diverse backgrounds, including sports, academics, pageantry, and community initiatives. To promote the success stories of the University of Johannesburg, UJFM allocated a total of 50 radio time slots on a weekly, bi-weekly, and monthly basis, providing a platform for both educational and entertaining content. Between February and October 2024, UJFM conducted 11 high-profile interviews and profiled 17 unique UJ stories that celebrate the distinctive experiences within the UJ community. Furthermore, five radio series titled 'My VC and I' were produced, showcasing engaging narratives.



UJFM hosted 19 Fantastic Fridays and covered a total of 37 events from January to October 2024. During this reporting period, we achieved a 25% growth across all social media platforms, with current streaming statistics indicating an average listenership of 42 152.

On the regulatory front, UJFM submitted a successful application to ICASA to amend its language condition, ensuring greater compliance moving forward. The annual report and inspection documents have also been submitted to ICASA. Financially, UJFM generated R1.45 million through advertising, sponsorship, and production work.

UJTV

The University broadcast channel UJTV was launched in 2023. It features 'In Conversation', an intellectually stimulating interview show that delves into a wide range of thought-provoking topics through in-depth discussions with influential experts and thought leaders. This series produced 44 episodes over the past year, highlighting several key areas of focus. Notably, we featured nine MEC and ELG members discussing important developments, and six authors of thought leadership. 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.

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, using its human capital for societal impact and sustainability. 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 2024, the CE Unit implemented strategic initiatives, facilitated collaborations, and recorded 285 community engagement projects across faculties and divisions, aligned with these pillars.

- Organised outreach – 182 projects.
- Service learning – 79 projects.
- Community-based research – 24 projects.

The following are some of the initiatives implemented by the Community Engagement Unit in 2024.

Student Volunteer Programme

This is an institutional flagship programme that focuses on recruiting students to volunteer in the communities in which UJ works. For 2024, the programme recruited 20 834 volunteers, which exceeded the target of 20 000. Weekly environmental sustainability and campus clean-up campaigns are also aligned with the volunteer programme.

CEyafunda training and development programme

The CEyafunda project implemented educational programmes in schools, NGOs and NPOs, focusing on tutoring and mentorship of learners in STEM subjects and literacy.

Single Parents Empowerment Programme

The aim of the four workshops was to empower solo parents with skills and knowledge and link them to resources to navigate parenthood and raising children as a single parent.

Nelson Mandela International Day and Mandela Month

On Nelson Mandela International Day, UJ staff and students volunteered in hospitals, community-based organisations and communities to lend a helping hand, and donated food items, stationery and clothing. This initiative was in response to the 2024 theme of 'It is now in your hands to combat poverty and inequity'.

Women in Community Engagement Empowerment Programme (WiCEEP)

The CE Unit hosted the annual WiCEEP programme to recognise and celebrate women's contributions in communities; the function was attended by 120 women from within the University and surrounding communities.



Financial Literacy Programme

Three workshops were held in collaboration with the SABC and the UJ Department of Finance and Investment Management to empower community savings schemes, such as 'Stokvels', social investment groups, and burial societies, by means of financial education.

Community-based organisations (CBO) engagement forums

The CE Unit hosted four quarterly CBO networking forums in 2024, discussing the organisations' partnerships with UJ, such as volunteer placement and collaboration on community projects.

Community Engagement (CE) Day

The University annually implements CE Day to showcase community engagement projects by faculties, divisions, and external partners. The 2024 theme was: 'Community engagement with societal impact through sustainable projects'.

Community Engagement Annual Showcase Seminar

This initiative encourages and motivates students to participate in community engagement, serve their communities, and emphasise commitment to the common good. The theme for 2024 was 'Together we build, together we thrive – A journey of impact and empowerment'. In addition, Imbizo Awards recognise the top 100 students who excelled in sustainable community engagement projects. Service excellence awards recognise UJ employees for their outstanding contribution towards the development of communities.

The Community Engagement Advisory Board (CEAB) provides the MEC with oversight into community engagement activities implemented by UJ faculties and divisions. The full CE report, including initiatives run by faculties and divisions, is found in Section Twelve of this Annual Report.

CONTRIBUTIONS BY OTHER DIVISIONS AND UNITS

Alumni Office

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

The award-winning UJ Alumni *Impumelelo* magazine plays a vital role in alumni relations. Three *Impumelelo* magazine editions were published in 2024. The 12th edition introduced Mpumi, UJ's Alumni animation, and the 13th edition put a spotlight on one of UJ's honorary doctorate recipients, Mr Pitso Mosimane. The 14th edition focused on UJ's Vision 2035 and profiled some of UJ's illustrious alumni. Additionally, Volume 4 of the *Convocation Newsletter* was released in March and Volume 5 in June. The *Convocation Newsletter* offers updates about Convocation-related matters, including the annual general meeting.

On 14 May, the Alumni Office launched a unique marketing application, the alumni animation, *Mpumi*. The alumni animation presents the Alumni Office, speaks to being UJ alumni and how an alum can join the Alumni Connect platform, details alumni benefits, describes the many networking events, calls for alumni to give back and to stay in touch by updating their details, and finally tells how alumni can add their story to the alumni magazine.

In short, the alumni animation is aimed at keeping alumni engaged with relevant content, giving them a sense of being seen by the University and fostering positive relations with the institution. This initiative won the highest accolade at the Annual MACE awards – the Platinum Award for an alumni campaign. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher education sector.

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



The current alumni database lists 296 036 alumni, encompassing both subsidised and non-subsidised whole programme alumni, of whom 197 160 are contactable. The UJ Alumni Connect platform has emerged as a dynamic hub for alumni engagement, with a community of 15 494 registered alumni. This cutting-edge online platform facilitates various interactions, including mentorship programmes and integration with social and professional networks, allowing alumni to reconnect with classmates globally, receive timely updates, access educational opportunities, and explore career offerings. The emphasis on mentoring assistance underscores the commitment to nurturing a culture of giving back to the alma mater.

The Alumni Office's in-person and virtual events held throughout the year played a crucial role in expanding the global reach of the alumni network. These events have facilitated stronger connections and collaborations among alumni globally.

Student Affairs

Student Affairs plays a crucial role in building and maintaining sound relationships with our student body, and their efforts continue each year, adjusted to the changing student body. UJ Arts and Culture and UJ Sport have also contributed substantially to building relationships with a wide range of stakeholders, both on- and off-campus, in 2024. For further details, see the reports of these three entities in Section Fourteen of the Annual Report.

Division for Global Engagement

The Division for Global Engagement plays a pivotal role in enhancing UJ's scholarly engagement and impact on national, regional, and continental transformation agendas, as well as in positioning the University on the global higher education landscape. The Division's full report is found in Section Ten of this Annual Report.



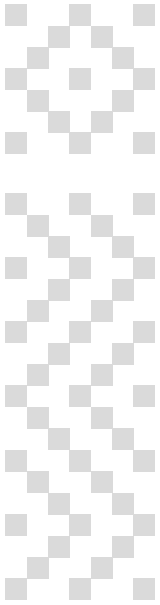
Bongani Ngqulunga (Prof)

Senior Executive Director:
University Relations, Student Affairs and Sport



Section FOURTEEN





Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Student Affairs, Sport, and Arts and Culture. Both Student Affairs and Sport are headed by Senior Directors; and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal



Student Affairs

INTRODUCTION

The Student Affairs Division at the University of Johannesburg plays a critical role in shaping the student experience by ensuring a supportive, inclusive, dynamic learning and living environment. The Division operated within the framework of the UJ 2025 Strategic Objectives, with a primary focus on Strategic Objective 6: An enriching student-friendly learning and living experience. This objective underscores the University's commitment to fostering a holistic student environment that prioritises academic success, well-being, and personal development.

Beyond this core objective, Student Affairs in 2024 was also aligned with several other UJ 2025 strategic goals, including:

- **Strategic Objective 1:** Excellence in research and innovation, by supporting student-led initiatives, leadership programmes, and research-informed student development programmes.
- **Strategic Objective 2:** Excellence in teaching and learning, by enhancing student support structures and promoting co-curricular engagement to complement academic pursuits.
- **Strategic Objective 4:** A nationally relevant and globally respected UJ brand, by fostering a diverse, inclusive, and value-driven student community that upholds the University's reputation.
- **Strategic Objective 5:** An equitable, diverse, inclusive, and Pan-African student and staff profile, by ensuring that student accommodation, student governance, and student disciplinary processes reflect principles of fairness, transformation, and inclusivity.
- **Strategic Objective 7:** Fitness for global excellence and stature (GES), by advancing student leadership, governance structures, and support services to meet international standards of excellence.

For the 2024 academic year, the Student Affairs Division made significant progress in fulfilling its mission to create a student-centred environment. This was achieved through three key focus areas:

- Provision of suitable accommodation – Ensuring students had access to safe, well-maintained housing through Student Accommodation and Residence Life (SARL), including both UJ-owned residences and accredited privately owned student accommodation (POSA).
- Vibrant student life and governance – Facilitating student engagement through leadership development programmes, co-curricular activities, and support for student governance bodies, such as the Student Representative Council (SRC).
- Promotion of ethical conduct and student discipline – Implementing proactive measures to foster ethical behaviour, managing student disciplinary cases, enforcing corrective sanctions, and rolling out mitigation programmes aimed at discouraging misconduct.

This report provides a comprehensive review of the activities, accomplishments, and challenges faced by Student Affairs and the broader student community in 2024. It highlights the impact of SARL's accommodation services, the initiatives driven by Student Life and Governance (SLG) and student organisations, as well as



the role of Student Ethics and Discipline (SED) in maintaining integrity and accountability. Furthermore, the report outlines the student disciplinary cases processed by the Student Disciplinary Committee (SDC), the sanctions imposed, and the ethical awareness programmes introduced to create a safer and more responsible student body.

Through these efforts, Student Affairs at UJ continues to enhance the student experience, align with institutional goals, and support the University's broader vision of excellence, transformation, and global stature.

OPERATING CONTEXT

Student Affairs comprises three units: Student Life and Governance; Student Ethics and Discipline; and 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 Accommodation and Residence Life

This Unit ensures that students have access to safe living environments conducive to support academic success and personal development. It is further divided into two subunits:

- **UJ-owned Residences:** Manages and oversees student housing facilities owned by the University, ensuring they are well-maintained, secure, and provide a supportive community for students.
- **Privately Owned Student Accommodation (POSA):** Regulates and accredits privately owned student accommodation to ensure it meets the University's safety and quality standards.

In 2024, the Student Accommodation and Residence Life (SARL) Unit had a total of 31 UJ-owned residences spread across four campuses with a bed capacity of 7 145 beds. One residence was decommissioned because it was uninhabitable. SARL continued to focus on also providing and nurturing a supportive environment for day students through the seven day houses.

In addition to the UJ-owned residences, supplementary beds were provided under privately owned student accommodation: 633 properties with 35 151-bed capacity were accredited for students who were not able to secure accommodation in UJ-owned residences. The following table captures the key student accommodation statistics.

Table 59: Key student accommodation statistics

| | CATEGORY | NUMBER |
|--------------------------------------|---|---------------|
| Applications for residence | Total number of applications for residences | 65 897 |
| On-campus accommodation | Total number of beds available in on-campus residences | 7 145 |
| | Total number of beds occupied | 6 788 |
| Privately owned accommodation | Total number of accredited privately owned student accommodation houses | 633 |
| | Total number of beds available in privately owned accommodation | 35 151 |
| Day houses | Total number of students in day houses | 570 |

Apart from the provision of accommodation, SARL created an enriching learning and living experience through programmes and services that supported students through the student life cycle, including establishing learning and living communities and promoting a responsible and respectful student culture and ethos. The objective was to provide students with an environment that would be nurturing and supportive of their



academic endeavours and would provide a wide range of extracurricular activities to meet their needs and interests and foster their all-round development.

The residence governance structures consist of the House Committee Council, on which sit the chairpersons of all residence house committees, one for each of the residences and day houses; these form the core of the student governance structures in residences. The 210 house committee members play a leadership role within all UJ residences, both UJ-owned and high-rise privately owned student accommodation. The residence academic advisors (RAAs) in the UJ residences provide support to first-year students; RAAs are senior students who are appointed to assist first-year students with their academic work. These structures were all functional in 2024.

In 2024, other support initiatives for residence students included the piloted collaboration between the privately owned student accommodation (POSA) and an internship programme in the Department of Social Work, for students focusing on social work and community development and leadership. The programme was designed to assist students in gaining practical knowledge and work experience in spheres that affect them most, as well as aligning internal resources to assist in solving student challenges. The pilot involved having some students work within POSA residences to offer support to students off-campus as well as ensuring collaborative efforts with internal divisions.

Student Life and Governance

This Student Life and Governance Unit focuses on promoting student engagement, leadership development, and participation in university governance. It oversees student organisations, the Student Representative Council (SRC), student clubs and societies, as well as various leadership and co-curricular development programmes.

Throughout the year, the SLG Unit saw student leaders working diligently to represent the interests of their peers, promote inclusivity, and advocate for positive change. The Unit's key accomplishments are listed below.

Academic support and success

Objective: Enhance students' academic performance, career preparedness, and financial literacy while addressing financial barriers. Key programmes were:

- Academic seminars to educate students on academic ethics, research methodologies, and career development.
- Exam preparation and anxiety management to help students with coping mechanisms to reduce stress during exams.
- Financial literacy workshops in partnership with the National Credit Regulator (NCR), resulting in a 30% increase in financial confidence among students.
- In partnership with National Youth Development Agency, career guidance was provided to 160 students through provision of knowledge about job opportunities, grants, and postgraduate pathways.
- Diversity, equity, and inclusion: Initiatives focusing on promoting diversity, equity, and inclusion have been implemented, including cultural awareness events, sensitivity training workshops, and the establishment of affinity groups to support underrepresented student populations.
- Campus engagement and activities: A diverse range of extracurricular activities and events were organised through student societies, the SRC and house committees, to foster a sense of community and belonging among students. These activities serve to promote personal development, leadership skills, and social connections outside of the classroom.
- Health: Efforts to prioritise student health and wellness have included expanding mental health resources, promoting physical fitness programmes, and implementing policies to address substance abuse and sexual misconduct on campus.
- Risky student behaviour workshops: In April and September, a risky student behaviour campaign was held to educate students about risky student behaviours and different mitigating mechanisms.
- Prayer walk: In May, different religious societies participated in the prayer walk event to address student suicides and provide emotional support.
- Pad drive: In September, a pad drive campaign was held to collect sanitary towels for underprivileged female students.



- Food garden training: 40 residence students were trained in urban gardening skills to promote sustainability.

Diversity, equity, and inclusion

Objective: Foster an inclusive campus environment and support marginalised student groups. The key programmes and their impact were:

- **Women's Day Seminar:** Held with over 100 female students where women in higher education facing challenges were discussed.
- **Rainbow Affair:** Seminar held in October to promote LGBTQ+ inclusivity, in which over 250 students participated.
- **Battle of the DJs & Cultural Celebration:** A musical DJ-ing competition, attracting over 200 participants.

Campus engagement and activities

Objective: Strengthen student involvement through extracurricular activities, leadership development, and social initiatives. The key programmes and their impact were:

- Arts and Culture activities throughout the year: Over 2 000 residence students participated to promote different residence cultures, ranging from Res Battle, Sing It Out, and First Year Concert.
- Sports and Fun Day: In May, more than 200 students attended the residence sport and fun day.

Despite these achievements, several challenges persist. Firstly, financial constraints: limited funding has continued to pose challenges for implementing new initiatives and maintaining existing programmes aimed at enhancing student life. The second challenge has been mental health concerns ? the increasing demand for mental health services underscores the need for additional resources and support to address the growing mental health crisis among university students. The last challenge has been the issue of campus safety. Ongoing efforts are needed to ensure the safety and security of all students, particularly considering recent incidents of campus violence and harassment.

SRC elections

In October 2024, Student Affairs held a successful SRC election in which 45 individual candidates and five student organisations participated. There were 14 100 institutional votes out of 50 391 eligible students, for a voter turnout of 28%. Of the 48 elected SRC members, 47 were student organisation candidates and one was an independent candidate, with 29 males and 19 females. The elected SRC members were orientated as to their tasks and responsibilities during an induction ceremony on UJ Island in November 2024. They were sworn into office during the February 2025 inauguration.

Student Ethics and Discipline

The Student Ethics and Discipline (SED) Unit is responsible for upholding ethical standards and disciplinary policies within the student body. It manages misconduct cases, enforces disciplinary procedures, and ensures that students adhere to the University's Code of Conduct. It plays a critical role in fostering a culture of integrity and accountability within the student community.

It promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. In total, 396 cases were reported during the 2024 academic year, which is 103 cases fewer than the 499 cases reported in 2023. In total, 365 of these cases were completed, with 31 still pending. Of the 365 completed cases, 320 of those accused were found guilty, 33 not guilty, and twelve cases were withdrawn.

Most guilty verdicts were for academic misconduct (174 cases), while there were 146 non-academic cases. The majority of those convicted were students in their second, third, and fourth year of study, totalling 207 cases. This was followed by postgraduate students with 62 cases and first-year students with 51 cases. The Student Disciplinary Committee imposed a range of remedial sanctions, ranging from warnings to expulsions from the University for a specified period. See table 60.

Academic integrity campaigns during examinations

Academic integrity campaigns were implemented during examinations to address dishonesty in assessment practices and to promote ethical conduct in general, in line with the UJ Student Charter. Beyond the traditional methods of print media for these campaigns, uLink and UJFM were used as platforms to reach all students. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.



Table 60: Student discipline cases 2024

| TOTAL NUMBER OF CASES REPORTED | | | |
|--------------------------------------|---|------|------|
| DESCRIPTION | CATEGORY | 2024 | 2023 |
| Cases reported | Total cases reported | 396 | 499 |
| Case status | Number of cases completed | 365 | 428 |
| | Number of cases pending | 31 | 71 |
| Case outcomes | Guilty | 320 | 409 |
| | Not guilty | 33 | 11 |
| | Withdrawn | 12 | 8 |
| Categories of those found guilty | Academic cases | 174 | 205 |
| | Non-academic cases | 146 | 204 |
| Level of study of those found guilty | First-year students | 51 | 73 |
| | Returnee students (second, third and fourth year) | 207 | 244 |
| | Postgraduate students | 62 | 92 |

To improve the disciplinary process, Student Affairs met with representatives from the faculties and the College of Business and Economics to discuss the process and its outcomes, including how the hearings were conducted. This was done to ensure that consequence management both protects the University's reputation and promotes the development of its students.

In May 2024, Student Ethics and Discipline launched the Anti Substance Abuse Programme. The programme is aimed at developing the University's response measures, identifying substance abuse trends and their effects, enhancing substance abuse prevention, treatment, and support, creating a coordinated multi-sectoral response at the university level, and raising awareness about the risks and consequences of substance abuse. With participation from various internal and external stakeholders, we reached more than 9 000 students through UJFM and other platforms. UJFM broadcast live from the event. Of the 9 392 individuals who were reached, 1 533 were interacted with at the launch site, and 7 859 via UJFM during the broadcast.

HUMAN RESOURCES

In 2024, Student Affairs had a total staff complement of 68 employees. Of these, 39 are permanent staff members, four are on fixed-term contracts, while 25 staff members were appointed on temporary contracts.

CONCLUSION

Student Affairs will continue to look for possibilities for growth and progress for the Division as well as for the student population. This will be accomplished by ensuring the success of projects that are already in place, developing new initiatives, and forging deeper collaboration with other stakeholders. In addition, it is of the utmost importance to continue giving the highest priority to the student voice and student participation in decision-making processes, cultivating a culture of inclusiveness and belonging, and catering for the ever-changing requirements of the student population. By following these procedures and working together with a broad range of stakeholders, we will be able to build upon our previous achievements and establish a campus community that is active and encouraging for all students studying here.

Nomsa Mahlangu

Nomsa Mahlangu (Ms)

Senior Director: Student Affairs
(Acting)

Bongani Ngqulunga

Bongani Ngqulunga (Prof)

Senior Executive Director: University
Relations, Student Affairs and Sport







Arts and Culture

INTRODUCTION

The Arts and Culture Division's extracurricular programme, offered to students from across the institution at no cost, includes UJ Choir, drama classes, a photography club, ballet, afro fusion and contemporary dance classes, poetry classes, workshops, and slam competitions. Arts Academy activities culminated in a week-long year-end showcase attended by family, friends, and the public. The Division offered 15 masterclasses and workshops, presented a student poetry production, arranged student performances for ten UJ events and undertook two student excursions. In addition to numerous performances at graduation ceremonies, UJ Choir presented 17 concerts attended by approximately 6 000 audience members and released three albums that were streamed more than 510 500 times during the year.

UJ ARTS ACADEMY

For the UJ Arts Academy, 743 students submitted 1 407 sign-ups indicating an interest in participating in one or more of the Arts Academy opportunities and UJ Choir. Of the 1 407 sign-ups, 608 students were invited to audition; 365 were selected and participated in activities and programmes. Of this number, 255 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria.

Following the registration and onboarding process in February and March, Arts Academy classes commenced in April and ran during the academic term until October. Arts Academy classes are presented by professionals who are highly skilled facilitators in their field.

- **Drama classes** facilitated by Jacquelyne Titus: In 2024, first-year students attended mid-week classes, while second- and third-year students participated in alternating weekend sessions. The primary focus for drama students was to develop their own production, guiding them through every stage – from initial concept to final performance. These efforts culminated in the presentation of their work at the annual showcase.
- **Poetry classes** facilitated by Richard 'Quaz' Roodt: Weekly classes were held for both new and returning students, incorporating monthly slam competitions starting in the second semester. This journey culminated in a grand slam during the annual year-end showcase. The poetry curriculum emphasised contemporary South African themes, explored various forms and structures, and integrated performance techniques to enhance students' creative expression.
- **Contemporary dance** classes facilitated by Fana Tshabalala: The dance course was offered in collaboration with the renowned Broken Borders Art Project, an internationally recognised organisation founded and led by award-winning choreographers, Fana Tshabalala and Thulani Chauke. The curriculum encompassed contemporary, African, and freestyle dance styles, with emphasis on cultivating a diverse movement vocabulary that draws from different eras and cultural influences.



- **Adult ballet** facilitated by Ipeleng Merafe, Prof Catherine Botha, and Dr Bailey Devon: Adult Ballet 1 and 2 were offered in partnership with Vole Ballet School, with a focus on choreography for the year-end showcase. Meanwhile, Prof Botha and Dr Devon dedicated their efforts to refining technique and enhancing the dancers' skills.
- **Photography club** coordinated by Mbali Mchunu: The photography club aims to teach students fundamental photography skills, including the principles of photography, how to capture professional-quality images using a smartphone, and how to explore various themes through their creative vision. Sessions began in the second semester with a masterclass designed to equip students with essential photography techniques, culminating in a competition-exhibition where 12 images were selected from 145 submissions. Attendees of the poetry slam/photography exhibition had the chance to vote for their favourite image, and the photographer with the most votes received a Takealot gift voucher as a prize.

Student production

'(R)evolution of Words' is a dynamic and immersive poetry show designed to introduce students to the richness and diversity of poetry. This initiative celebrates the South African poetry canon while integrating contemporary voices that reflect and challenge the modern zeitgeist. The production bridges traditional and modern perspectives, offering a holistic exploration of poetic expression relevant to Grade 11 and 12 curricula while resonating with broader audiences.

The production set out to inspire an appreciation for poetry among students and school learners, highlighting the relevance of poetry in contemporary discourse and provide an engaging educational experience by integrating performance with curricular content. The show's visual components included shadow play, using bodies, books as props, and musical instruments, analogue projection and instruments as furniture.

'(R)evolution of Words' was performed by UJ Arts Academy students Ally Roux, Nick Moyo, Ntakisi Shilubane, Hillary Nyikayaramba, Khanyisile Sibiya, Leah Mollink, Xolani Mbhele, and Tintswalo Masondo, with additional accompaniment by theatre and television professional, Tina Redman. The production was performed at the Poetry Africa International Festival in Johannesburg and Durban, at the Albert Luthuli Art Centre in Durban, and during the UJ Arts Academy Showcase.

Arts Academy Annual Showcase

The Annual Arts Academy Showcase opened at the Bunting Theatre on the Bunting Campus on 15 October. The showcase was presented over four days, included four shows, two slam competitions, a semi-final and grand slam, and a photography exhibition. The Showcase opened with a sold-out dance production followed by two nights of drama, concluding with the poetry production and announcement of winners of the poetry slam and photography competitions.

- **Adult ballet showcase:** An appreciation for classical ballet in the landscape of a beautiful and diverse country, 'Motherland Waltz' explored the beauty of classical ballet while highlighting the percussive colour that Africanism has brought to ballet.
- **Drama showcase:** The thematic approach for the first-year group was 'This is Me', and the title of the second-year production was 'See the world through our eyes'. The third-year students presented 'Whispers of Hope', with the students exploring the many forms 'hope' takes on.
- **Dance showcase:** 'Where we Belong' celebrated the evolution of African indigenous movement and rhythm, and investigated how it had changed with time, and how modern society interprets it.
- **Poetry showcase:** Written and performed by poets enrolled in the UJAC Poetry Programme, 'Blackened-out' sought to uncover hidden truths, through the artful act of redaction.
- **Photography club:** 'Remnants of Everyday Things' took the audience on a journey into a world where the ordinary became extraordinary. This thematic approach challenged students to capture the subtle beauty, fleeting moments and overlooked details that surround us in our daily lives.

Once-off open workshops and masterclasses

The Division also offered an open series of once-off workshops for students who have an affinity for the arts but who are not currently in the Arts Academy. These workshops were presented by creatives from various



fields and institutions, including seasoned researchers, artists, and professionals from South Africa and abroad. The workshops were attended by 474 students throughout the year.

Table 61: Overview of workshops

| DATE | WORKSHOP | PRESENTER | ATTENDANCE |
|-----------------------|--|----------------------------------|-------------|
| 24 April | Exploration of movement | Roseline Wilkens | 59 students |
| 25 April | The symphonic of Lens | David April | 58 students |
| 26 April | Dance masterclass | Sonia Radebe and Michelle Dhallu | 26 students |
| 17 July | 'Dreamscape' hip hop drama workshop | Prof Rickerby Hinds | 19 students |
| 17 July | 'Dreamscape' poetry workshop | Prof Rickerby Hinds | 95 students |
| 30 July | Drama workshop | Jordan Stewart | 18 students |
| 6 & 13 August | Photography masterclass | Bonga Nkomo | 53 students |
| 13, 20 & 27 September | Gumboot dance workshop | Samira Marana | 53 students |
| 14 & 17 October | Poetry masterclass | Flo Mokale | 92 students |

In addition to the programmes in the Arts Academy, the 2024 arts appreciation programme offered exclusive, no-cost access for UJ students to a wide range of cultural events, including dance performances, theatre productions, and visual art exhibitions. A call for participants at the start of the year drew significant interest, with 499 dedicated students signing up and taking up 4 506 tickets to attend events. Collectively, attendance and participation in the Arts Academy, arts appreciation programme and workshops for 2024 totalled 1 338 students.

UJ Choir

The first call for auditions attracted expression of interest from 301 students; 198 of these were invited to the next phase of in-person auditions; of this number, 139 students completed the second phase, resulting in the selection of 62 new prospective choristers. Of the choristers from 2023, 54 remained in the Choir, bringing the preliminary Choir to 116 choristers. After two development camps that formed part of the final audition process, the final number in UJ Choir 2024 was 82.

In addition to performances at numerous graduation ceremonies, UJ Choir presented a robust concert programme in 2024 attended by approximately 6 000 audience members and marking the Choir's 50th anniversary.

Table 62: UJ Choir concert programme

| DATE | CONCERT | DESCRIPTION |
|----------|--|--|
| 19 April | Candle Lighting Concert: Melville Kruisgemeente | Choristers were inaugurated and officially welcomed into the 2024 UJ Choir in a closed concert attended by friends and family. |
| 3 May | Sounds of Democracy Concert: UJ Arts Centre | In celebration of 30 years of democracy in South Africa, the collaboration brought together students from the UJ Arts Academy poetry programme as well as African Choral Music specialist, Mbuso Ndlovu. |



| DATE | CONCERT | DESCRIPTION |
|-------------------|--|---|
| 24 May | Africa Day Performance | Supporting Africa Day celebrations presented by the Global Engagement Division, UJ Choir performed at the event at the UJ Fountain on the Kingsway Campus. |
| 2-4 August | Hilton Arts Festival | As part of the Choir's 50-year celebration, it performed at the Hilton Arts Festival at Hilton College. |
| 18 August | University Choirs Kaleidoscope | UJ Choir joined the University of Pretoria Camerata and the North-West University Choir in an afternoon concert in Potchefstroom at the NG Miederpark. |
| 1 September | FISU Squash Tournament Opening Ceremony | The Choir performed at the opening of the International University Sport Federation (FISU) squash tournament ceremony for teams from all over the world, hosted at the UJ Arts Centre. |
| 5 September | Anti-Corruption Summit | UJ Choir performed at the government anti-corruption summit at the UJ Arts Centre. |
| 8 September | Fontainebleau Community Church Service | UJ Choir was invited to perform in Fontainebleau, Randburg, at the Fontainebleau Community Church. |
| 13 & 14 September | UJ Choir 50th Celebration Concerts | The Choir presented two concerts in celebration of its 50th anniversary at the UJ Arts Centre. This performance involved alumni of the choir from the past 50 years and included professional instrumentalists. |
| 26 September | UJ Orange Carpet: UJ Sanlam Auditorium | The Choir was invited to perform at a prestigious event that recognises top-achieving Grade 12 pupils from all over Gauteng. |
| 2 October | KFC Graduation Ceremony | The Choir was invited to perform at the graduation ceremony of the Kentucky Fried Chicken (KFC) Academy, hosted at the UJ Sanlam Auditorium. |
| 8 October | UJ 2035 Strategy Launch | The Choir performed at the launch of the UJ Strategic Plan 2035 at the UJ Sanlam Auditorium. |
| 10 October | UJ TEDx | The Choir performed at the UJ TEDx talk event hosted at the UJ Arts Centre. |
| 17 October | EM Education Trust Conference | UJ Choir was invited to perform at the conference of the Energy Mobility (EM) Education Trust, a UJ partner, at the Houghton Hotel. |
| 18 October | Legacy Concert | The Choir performed at the annual Legacy Concert, joined by Quava Vocal Group and Veni Cantare, at the Fontainebleau Community Church, Randburg. |
| 2 November | Dean's Concert | The Choir performed for the annual FADA Dean's fundraising concert at the UJ Arts Centre. |

Additionally, on 28 October, UJ Choir hosted Barnsley Youth Choir from England at Bunting Theatre for a joint rehearsal and networking engagement.

In 2024, UJ Choir also undertook four music recording sessions (three at the Fontainebleau Community Church, and one at UJ Arts Centre) and released three albums in 2024, *Echoes of Heritage*, *The New Covenant*, and *The Bridge Builder*.

Student excursions

The '(R)evolution of Words' student cast of eight and one professional actor travelled to Durban for Poetry Africa, presented by UKZN on 10 October 2024. They performed twice on 11 October. The first performance



was a community outreach initiative at Luthuli House for high school students, and the second performance was at Seabrooks Theatre for the general Poetry Africa International Festival audience. The production was well received with positive feedback for both performances. During the outreach project, students interacted with high school learners from various schools in rural KZN; following their show, they had a question-and-answer session with the learners and stayed to watch the shows presented by the learners at Luthuli House. In addition to the performances, the UJ students' itinerary included watching various shows at the Festival, participating in slams with other poets, attending several facilitated discussions, and networking at the Festival.

CONCLUSION

Beyond contributing to student life in a myriad ways, the Division of Arts and Culture makes further contributions. The annual FADA Interdisciplinary Theatre Programme challenges second-year students from across the Faculty of Art, Design and Architecture (FADA) to design and build models for elements of a play that the Division produces with a professional cast. The 2024 programme involved 325 students who were divided into 21 groups comprising students from different departments, facilitating the transfer of interdisciplinary knowledge and skills.

The Division also contributes to the employability of current students and alumni, and in 2024 a total of 37 interns were hosted by 14 external professional arts and culture organisations as well as by other departments and divisions of UJ. The Art Centre's front of house team also contributes to employability, with 42 UJ students working as cashiers and ushers at the Centre during events.

Federico Freschi

Federico Freschi (Prof)

Executive Dean:

Faculty of Art, Design and Architecture



Sport

INTRODUCTION

The year 2024 marked a pivotal chapter in the UJ Sport narrative, a year of profound transformation that transcended mere athletic victories. It was a year where extraordinary sport achievements converged with strategic expansion and a deeply rooted commitment to the holistic development of student-athletes. This report meticulously details the substantial achievements of our three units within UJ Sport: Sport Clubs, Support Services, and the Athlete Support Unit, illustrating how UJ Sport not only reached new heights of sporting excellence but also fostered a vibrant culture of growth, inclusivity, and meaningful community engagement.

The unique context of 2024 as an Olympic year served as a powerful catalyst, amplifying the stakes and inspiring unparalleled dedication from athletes and coaches alike. This quadrennial event, the pinnacle of global sporting competition, provided UJ Sport with an extraordinary platform to showcase its talent and commitment to excellence. UJ Sport's focus on structured training programmes, mentorship, and access to cutting-edge facilities is crucial for developing well-rounded athletes. This holistic approach ensures that athletes excel not only in their sport but also in their academic and personal lives.

OPERATING CONTEXT

UJ Sport comprises three units, namely Sport Clubs, Support Services, and the Athlete Support Unit. All the activities centre primarily around the Sport Clubs Unit, which is our core unit supported by the other two units. Two pivotal units support the performance of UJ Sport students: the Athlete Support Unit and Support Services. The Athlete Support Unit attends to the comprehensive welfare of student-athletes, addressing their physical, emotional, and academic requirements. Support Services, on the other hand, provides the essential infrastructure, encompassing facility maintenance, event organisation, marketing, and communication strategies, and internal UJ Sport transportation.

SPORT CLUBS

In our ever-changing landscape, UJ Sport Clubs are also undergoing continuous changes and additions in an endeavour to remain relevant and inclusive. All UJ Sport Clubs are affiliated to regional, provincial, and national sports bodies, which provide an opportunity to compete in all competitions. The clubs also affiliate to University Sport South Africa, which is a platform for qualification for Varsity Sport and FISU (Fédération Internationale du Sport Universitaire) competitions. Presently, the following sporting codes are available.

Priority codes/elite sport

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



- Netball (men and 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

The historic achievement of medalling in every sports discipline highlights the effectiveness of UJ's coaching, training, and talent identification programmes. Hosting prestigious events like the FISU Squash Championship not only highlighted UJ's ability to host international events but also enhanced its reputation as a leading sports university.

The emphasis on broad participation through internal leagues and mass participation programmes ensures that all students have the opportunity to engage in sports, regardless of their skill level. The 20 community engagement initiatives demonstrate UJ Sport's commitment to using sports as a tool for social development.

Olympic representation

Sending Caitlin Rooskrantz as the flag bearer to the Olympic Games symbolised UJ's commitment to empowering female athletes and achieving international recognition. Lythe Pillay's semi-final appearance highlighted the University's ability to develop world-class track and field talent. Yane van der Merwe's participation in the Paralympics highlighted UJ's dedication to inclusive sports. This representation not only elevated UJ's profile but also inspired aspiring athletes within the University and the broader community.

International recognition

Having over 80 athletes represent South Africa internationally signifies UJ's role as an incubator for national talent. This level of participation fosters valuable international exposure for athletes and elevates the University's global standing. This also creates valuable networking opportunities for athletes.

National dominance

The consistent medal haul across all sports disciplines demonstrates the depth and breadth of UJ's athletic talent. The gold medals in men's football and basketball underscored the effectiveness of UJ's training programmes and coaching staff.

The silver medals in women's football and netball, with only narrow losses, highlighted the teams' resilience and competitive spirit, setting the stage for future triumphs.

SUPPORT SERVICES

The facility upgrades, such as the hockey astro turf resurfacing and replacing the indoor basketball court flooring, demonstrate UJ's commitment to providing athletes with high-quality training facilities.

The Communications Unit's success in promoting the healthy campus programme and in increasing social media engagement highlights its effectiveness in raising awareness and promoting healthy lifestyles.

UJ Sport Events' ability to host impactful events, such as the UJ Sports Gala and the French Embassy Sports Day, underscores its organisational capabilities and its commitment to creating memorable experiences for students and the community.



Hosting excellence

Successfully hosting the FISU World University Championship Squash and the USSA Netball tournament demonstrated UJ's logistical capabilities and its commitment to promoting university sports. These events brought significant exposure to the University and the City of Johannesburg. Hosting such large events also boosts the local economy and promotes tourism as the participants in these events are likely to come back to the city.

Initiatives like the UJ Future Walk and the French Embassy Sports Day demonstrate UJ Sport's commitment to giving back to the community. These events promote health, inclusivity, and social responsibility. The French Embassy Sports Day also helped to promote the upcoming Olympic Games.

The two-step UJ Future Walk was introduced, with one in May and the second one in September. The September version was bigger and better and was able to draw the largest number of participants, including activities held on the day.

FISU Healthy Campus

Platinum Certification

The continued FISU Platinum Certification shows a dedication to consistent improvement. Maintaining the FISU Platinum Certification with a 95% compliance score underscores UJ's commitment to creating a healthy and supportive environment for its athletes. This certification reflects UJ's adherence to international standards and best practices in university sports.

ATHLETE SUPPORT UNIT

The comprehensive services provided by the Athlete Support Unit, including sport science, psychology, and medicine, are crucial for optimising athlete performance and well-being. The Unit's focus on teaching and learning, particularly through work-integrated learning initiatives, ensures that athletes develop valuable skills that will benefit them beyond their sporting careers.

The Unit staff members have achieved significant national recognition, including appointments to national high-performance committees. The following staff were selected as sports scientists and physiotherapists for national and international teams:

- UJ's Minky Tshabalala was appointed to the USSA High Performance Committee, solidifying the University's influence in national sports administration.
- The selection of Kgotuwe Tswai as a sports scientist for both national basketball teams underscores UJ's expertise at the elite level.
- While called up for the South African U20 women's rugby team, Liphiwe Nxasana prioritised UJ's institutional commitments.
- Dan Ntseke and Thabang Temo contributed to Team South Africa's success at the African Games, displaying UJ's national impact.
- Dan Ntseke's selection as Team Malawi's physiotherapist demonstrates UJ's international-level expertise.
- Nhlanhla Ndlovu supported the development of young athletes at the National Schools Championships, reinforcing UJ's commitment to grassroots sports.

These appointments highlight the expertise and contribution to national sports by the UJ Sport Athlete Support Unit

Strategic medical partnerships are vital for preventative care and quick response to athlete injuries. The three-year contract entered into with CB Health has made a positive contribution to our sports clubs. Teams going to University Sport South Africa tournaments around the country travel with a sports physician.

STRATEGIC PARTNERSHIPS

Strong partnerships with national sports bodies, the French Embassy, government departments and corporate entities are essential for UJ Sport's growth and sustainability. These partnerships provide valuable resources, expertise, and opportunities for athletes.



For the year 2024, the following partners provided support to UJ Sport:

- FNB
- Mark White Nissan
- Spar
- Gauteng Department of Sport Arts and Culture
- Red Bull
- Lucky Star

HUMAN CAPITAL MANAGEMENT

UJ Sport has 29 permanent staff members and 9 fixed-term contracts, with 144 staff members who are temporary appointees. Of the permanent staff members, 86,84% are from the designated groups. The daily operations of UJ Sport are heavily reliant on temporary staff.

PERSPECTIVES AND REFLECTIONS – STRATEGIC DIRECTION

UJ Sport's remarkable achievements in 2024 have established a strong foundation for future success. To sustain this momentum, UJ Sport will continue to prioritise the following:

- **Strategic investment:** Addressing infrastructure and funding challenges through strategic investment in facilities and programmes.
- **Talent development:** Further enhancing talent identification and development programmes to nurture future generations of athletes.
- **Innovation:** Embracing innovation in sports science, technology, and coaching to enhance athlete performance.
- **Community impact:** Expanding community engagement initiatives to promote health, inclusivity, and social development.
- **Sustainability:** Ensuring the long-term sustainability of UJ Sport through effective resource management and strategic partnerships.

CONCLUSION

UJ Sport remains committed to its mission of developing well-rounded athletes, fostering a dynamic sporting environment, and achieving excellence in all facets of its operations.



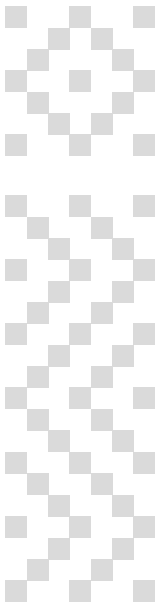
Nomsa Mahlangu (Ms)

Senior Director: Sport



Section FIFTEEN





Management and Administration: Human Capital Management

OVERVIEW

The Human Capital Management (HCM) Division is the cornerstone of the University of Johannesburg's (UJ) workforce strategy. It is dedicated to attracting, developing, and retaining top talent while ensuring a supportive and equitable environment for everyone to thrive. In 2024, the Division has continued to align its initiatives with the University's mission and strategic goals, driving innovation, collaboration, and inclusivity across all levels of the institution.

In the past year, the HCM Division has focused on several key priorities, including enhancing employee engagement, promoting diversity, equity, inclusion and belonging, and streamlining HCM processes through technology and automation. By implementing targeted professional development programmes, expanding wellness initiatives, and strengthening recruitment strategies, the Division has supported the University's commitment to academic excellence and operational efficiency.

This annual executive summary report highlights the HCM's accomplishments, challenges, and future priorities, showcasing its integral role in advancing the University's mission and vision.

OPERATING CONTEXT

The operating context of the Human Capital Management Division is characterised by a unique intersection of academic excellence, regulatory compliance, and a commitment to fostering a positive and inclusive work environment. To give effect to its mandate of efficient and effective people management, the Division is divided into subunits structured to serve the needs of the institution. The Office of the Executive Director: HCM is responsible and accountable for all HR-related matters.

For optimal functionality, the HCM Division encompasses Business Partnering, Organisational Development, Operations and Human Capital Management Information Systems, Business and Data Analysis, Transformation, Employee Relations and Wellness, as well as Remuneration and Benefits.

STRATEGIC INITIATIVES DURING 2024

This section, in summary, reflects progress, key achievements, challenges, trends, and some key risks within the HCM Division.

Human Capital Management Business Partnering Unit

In 2024, the Human Capital Management Business Partnering (HCMBP) Unit focused on strengthening the team's strategic positioning as trusted advisors, operating at an exceptional level of business partnering. To achieve this, the team participated in four in-depth, high-impact coaching sessions.

The Unit underwent significant operational changes, transitioning from traditional workflows to automated processes. The adoption of a service request management (SRM) tool replaced conventional email-based



task management, streamlining work processes. Other automation efforts included the digitisation of the exit interview process and the migration to an online vacancy request form, significantly improving efficiency and accessibility.

In preparation for 2025, HCM business partners led the workforce planning process in close collaboration with faculties and support divisions to ensure alignment with the University's strategic priorities. This proactive approach enabled a comprehensive assessment of staffing needs, and succession planning to support institutional goals. Workforce planning efforts also advanced, with three-year workforce plans developed per environment and integrated into the annual position budget, to ensure that resource allocation would align with set targets.

The 2024 client satisfaction survey saw increased participation and yielded positive feedback, facilitating in-depth discussions on areas for improvement. This led to the establishment of monthly one-on-one meetings between each business partner and their respective clients for tailored support and guidance. As a result of these engagements, individual skills development matrices were created to enhance performance and service delivery.

One challenge encountered was the appointment process of temporary staff members, and a temporary pre-boarding process and standard operating procedures (SOP) were established to ensure consistency across environments while the temporary appointment policy is being reviewed.

Lastly, the HCMBP Unit successfully supported the achievement of HCM Annual Performance Plan (APP) targets by ensuring accurate data management and maintaining a strong commitment to achieving these strategic objectives.

Organisational Development Unit

The Organisational Development (OD) Unit is committed to aligning the University's human capital and structural frameworks with its mission and vision. By optimising organisational structures, attracting top talent, nurturing professional growth, and ensuring fiscal responsibility in workforce planning, the Unit continues to play a pivotal role in enhancing institutional effectiveness and adaptability. OD is structured with four subunits: Organisational Design and Change Management, Learning Development, Resourcing, and Position Budget Management.

Organisational Design and Change Management

The Reward and Recognition Programme saw growth in 2024 as many staff members continued to participate. A total of 237 support staff members were acknowledged during this period and were awarded gift vouchers, redeemable at selected stores. Annual Top Tier Awards were successfully launched, with three categories introduced: awards for the High-Flier of the Year, the Best Team of the Year, and the Best Performing Support Division of the Year. Two additional categories will be introduced to this annual awards programme in 2025.

In 2024, a comprehensive initiative was undertaken to identify and prioritise processes critical to its operations and service delivery to the UJ community. Through in-depth consultations with respective unit managers, a total of 18 high-priority processes were meticulously mapped. By focusing on these key processes, HCM aims to strengthen its ability to deliver exceptional services and foster a more agile and responsive organisational structure.

The talent management pilot continued within the chief operating officer's (COO) domain; enhancements to the online system, particularly the incorporation of 360-degree assessments, received positive feedback from participants. Given the increasing need for succession planning in key University positions, the project is expected to expand to other environments in 2025 by means of a phased approach.

The UJ Knowledge Hub app was successfully launched in 2024, with engagement sessions conducted across all four campuses, including the Johannesburg Business School (JBS) and UJ on Stanley offices. The app serves as a platform to enhance staff awareness of the University's impact on society through 4IR technologies, while also providing insights into key initiatives and achievements. During these sessions, staff members shared valuable feedback, highlighting concerns about information overload, particularly the overwhelming volume of communication received via email. Many indicated that sifting



through extensive messages made it challenging to stay informed while maintaining productivity. As a result, participants proposed for management to explore more efficient and user-friendly methods for disseminating information within the University.

The Orange Impact Couture (OIC) fashion show, held in collaboration with Strategic Initiatives and Administration (SIA) and the Faculty of Art, Design, and Architecture (FADA), was initiated in 2024, and an invitation was sent to the Executive Leadership Group members, asking them to indicate their interest in participating in an initiative that is centred on deepening staff engagement with the new University strategy and contributing towards the UJ 20-year celebration that will take place in 2025.

Continuous efforts were made to support the University with change management in projects, such as the Project Portfolio Office (PPO) implementation across the COO domain, the Microsoft Storage Management project and implementation of data loss prevention by the Information Communication Systems (ICS) Division.

Learning Development

Learning and development (L&D) are key components of the University's strategic priorities, as outlined in the newly approved UJ Strategic Plan 2035 under the purposeful collaboration area, Priority 2, Action 2.3: "Strengthen, develop, and implement effective staff development and training programmes". This reflects the University's dedication to fostering a culture of continuous professional growth and excellence among its staff.

In 2024, L&D successfully delivered training to 2 308 staff members, offering a mix of informal training interventions, such as short courses and workshops, and formal training programmes, including learnerships and accredited qualifications. These efforts not only enhanced staff competencies but also supported the University's broader goal of building a skilled and adaptable workforce.

Further to training, L&D played a critical role in ensuring compliance with relevant legislation and enhancing the University's reputation. This includes the timely submission of the Workplace Skills Plan and Annual Training Report (WSP/ATR), which secured the University's eligibility for an increased discretionary grant within the higher education sector.

L&D also contributed to the University's broad-based black economic empowerment (B-BBEE) score by submitting the Annual Skills Development Report, which added valuable points and helped achieve a Level 3 contributor status. These accomplishments underscore L&D's importance in maintaining regulatory compliance and strengthening UJ's standing within the higher education sector.

Furthermore, the Organisational Development Unit oversaw the implementation of the Presidential Youth Employment Stimulus (PYES) project, an initiative by the Department of Higher Education and Training aimed at skills transfer for unemployed graduates and reducing unemployment. As part of this initiative, UJ welcomed 20 students across various faculties and support divisions as interns in 2024.

Positions and workforce analysis

The following section presents UJ's workforce from various perspectives, as well as associated matters such as management of the position budget and resourcing.

Position Budget Management

The Position Budget Management Unit ensures the strategic allocation and financial sustainability of human capital by aligning staffing decisions with institutional priorities and budgetary constraints. By maintaining accurate position data and collaborating with finance, faculties and support divisions, this function enhances operational efficiency, ensures compliance with funding regulations, and enables the University to attract and retain top talent while maintaining financial accountability.

The Unit successfully managed the annual position budget, ensuring the timely reconciliation of funds, budget submissions, and presentations. Additionally, the Unit coordinated and implemented MEC RC position-related requests, including approvals for non-designated appointments, while developing supporting policies and guidelines.

Resourcing

A total of 468 academic and support positions were processed in 2024. The recruitment process was successfully executed, resulting in the appointment of 330 new staff members as depicted in Table 63, which



shows both academic and support staff members who commenced employment in 2024. A total of 138 positions were still in the different stages of recruitment process to be concluded in 2025.

Table 63: New appointments in 2024

| | FEMALE | | | | | FEMALE TOTAL | MALE | | | | | MALE TOTAL | GRAND TOTAL |
|--|------------|-----------|-----------|-----------|-----------|--------------|------------|----------|----------|----------|-----------|------------|-------------|
| Appointment Category | A | C | I | W | Int | | A | C | I | W | Int | | |
| Senior management | 1 | – | – | 1 | 1 | 3 | 4 | – | – | 1 | 2 | 7 | 10 |
| Professional qualified and experienced specialist and mid-management | 18 | 2 | 3 | 6 | 7 | 36 | 19 | – | – | 2 | 11 | 32 | 68 |
| Semiskilled and discretionary decision making | 31 | 4 | 1 | 1 | – | 37 | 21 | – | 1 | – | – | 22 | 59 |
| Skilled, academic, junior management, supervisors, foremen and superintendents | 63 | 6 | 8 | 5 | 1 | 83 | 49 | 2 | 2 | 5 | 3 | 61 | 144 |
| Unskilled and defined decision making | 32 | – | – | – | 1 | 33 | 15 | 1 | – | – | – | 16 | 49 |
| TOTAL | 145 | 12 | 12 | 13 | 10 | 192 | 108 | 3 | 3 | 8 | 16 | 138 | 330 |

A total of 25 professor and associate professor vacancies in the recruitment pipeline were prioritised for completion in 2024, and of these, 22 positions were successfully filled, comprising 12 professors and 10 associate professors. Additionally, 17 new recruitment requisitions were recorded and have been carried over to the 2025 recruitment pipeline. To enhance efficiency and oversight, a recruitment plan dashboard was developed to monitor the service level agreement (SLA) and ensure exceptional service delivery as well as improved time-to-hire (TTH).

In 2024, a total of 330 terminations were recorded as depicted in Table 64 below, mirroring the number of new appointments within the University. This analysis highlights a critical challenge in workforce stability, indicating a need to address staff retention and turnover rates. The HCM recognises that high turnover can impact institutional knowledge, productivity, and overall strategic goals. To mitigate this challenge, HCM is prioritising initiatives focused on talent attraction, development and retention. Additionally, exit interviews and data-driven insights are being leveraged to identify key drivers of attrition, to enable the development of targeted retention strategies to enhance staff satisfaction and long-term commitment.

Table 64: Terminations in 2024

| | FEMALE | | | | | FEMALE TOTAL | MALE | | | | | MALE TOTAL | GRAND TOTAL |
|--|--------|---|---|---|-----|--------------|------|---|---|---|-----|------------|-------------|
| Appointment Category | A | C | I | W | Int | | A | C | I | W | Int | | |
| Top management | 1 | – | – | – | – | 1 | – | – | – | – | – | – | 1 |
| Senior management | 5 | 1 | 2 | 4 | 1 | 13 | 2 | 1 | 1 | 3 | 3 | 10 | 23 |
| Professional qualified and experienced specialist and mid-management | 12 | 1 | 3 | 8 | 3 | 27 | 23 | 3 | 3 | 6 | 9 | 44 | 71 |



| | FEMALE | | | | | FEMALE TOTAL | MALE | | | | | MALE TOTAL | GRAND TOTAL |
|---|-----------|-----------|----------|-----------|-----------|--------------|------------|----------|-----------|-----------|-----------|------------|-------------|
| Appointment Category | A | C | I | W | Int | | A | C | I | W | Int | | |
| Skilled, academic, junior management, supervisors, foremen and superintendents | 38 | 5 | 4 | 15 | 5 | 67 | 33 | 3 | 5 | 6 | 5 | 52 | 119 |
| Semiskilled and discretionary decision making | 18 | 4 | – | 2 | 1 | 25 | 30 | – | 1 | 1 | – | 32 | 57 |
| Unskilled and defined decision making | 23 | – | – | – | – | 23 | 36 | – | – | – | – | 36 | 59 |
| TOTAL | 97 | 11 | 9 | 29 | 10 | 156 | 124 | 7 | 10 | 16 | 17 | 174 | 330 |

Workforce analysis and employment equity (EE) statistics

UJ overall workforce as of 31 December 2024

The UJ permanent and fixed-term workforce statistics showed an increase in the number of staff, over the period 2020 to 2024. The notable increase in academic and research staff can be attributed to the University's commitment to teaching excellence. The academic and research staff complement increased from 1 270 in 2020 to 1 327 in 2024. In the support environments, more positions were filled in 2024 to support the evolving needs of the institution.

Table 65: UJ workforce over the past five years

| APPOINTMENT CATEGORY | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Academic and research staff | 1 270 | 1 264 | 1 283 | 1 308 | 1 327 |
| Support staff | 3 048 | 3 029 | 3 106 | 3 136 | 3 109 |
| UJ Executive Leadership Group | 23 | 23 | 24 | 21 | 21 |
| TOTAL | 4 341 | 4 316 | 4 413 | 4 465 | 4 457 |

The academic and research *headcount* increased by 0,52% from 1 270 in 2020 to 1 327 in 2024. The vacant position count for academic and research positions is 160 with some of the vacant positions being filled by temporary staff.

The support staff *headcount* increased from 3 048 in 2020 to 3 109 in 2024. The vacant position count for support staff for 2024 reflects 287 vacant positions, some of which are filled by temporary staff.

For the reporting period, the permanent and fixed-term academic and research female representation is 682 or 51,39% of the total academic and research headcount. Black females represent 58,65%, white females 30,35% and international females 11%. Male academic and research representation is 48,61% of the total academic headcount. Black males represent 50,7%, white males 23,56%, and international males 25,74% of the total headcount.

When comparing 2023 figures with 2024, the African female headcount increased by 17, Coloured females increased by 3, Indian females increased by 9, and white females decreased by 12. African male count increased by 12, Coloured males remained unchanged at 25, Indian males decreased by 3. International females increased by 6 and international males decreased by 3 to 166.



Table 66: UJ academic and research staff complement breakdown (gender and race)

| ACADEMIC AND RESEARCH STAFF EQUITY PROFILE 2024 | | | | | | | | | | | |
|--|------------|-----------|-----------|------------|-----------|------------|-----------|-----------|------------|------------|--------------|
| Occupational Level | Female | | | | | Male | | | | | TOTAL |
| | A | C | I | W | Int | A | C | I | W | Int | |
| Senior management | 8 | | 9 | 38 | 19 | 16 | 7 | 9 | 36 | 58 | 200 |
| Professional qualified and experienced specialist and mid-management | 84 | 17 | 51 | 100 | 41 | 95 | 8 | 25 | 78 | 83 | 582 |
| Skilled, academic, junior management, supervisors, foremen and superintendents | 170 | 23 | 38 | 69 | 15 | 137 | 10 | 20 | 38 | 25 | 545 |
| TOTAL | 262 | 40 | 98 | 207 | 75 | 248 | 25 | 54 | 152 | 166 | 1 327 |

Table 67: Academic equity profile over the past five years

| | FEMALE | | | | | MALE | | | | | TOTAL |
|------|--------|-------|-------|--------|-------|--------|-------|-------|--------|--------|-------|
| | A | C | I | W | Int | A | C | I | W | Int | |
| 2020 | 182 | 38 | 93 | 239 | 63 | 214 | 26 | 54 | 197 | 164 | 1 270 |
| | 14,33% | 2,99% | 7,32% | 18,82% | 4,96% | 16,85% | 2,05% | 4,25% | 15,51% | 12,91% | |
| 2021 | 198 | 37 | 96 | 230 | 66 | 212 | 24 | 53 | 184 | 164 | 1 264 |
| | 15,66% | 2,93% | 7,59% | 18,2% | 5,22% | 16,77% | 1,9% | 4,19% | 14,56% | 12,97% | |
| 2022 | 217 | 35 | 90 | 221 | 69 | 224 | 26 | 55 | 168 | 178 | 1 283 |
| | 16,91% | 2,73% | 7,01% | 17,23% | 5,38% | 17,46% | 2,03% | 4,29% | 13,09% | 13,87% | |
| 2023 | 245 | 37 | 89 | 219 | 69 | 236 | 25 | 57 | 162 | 169 | 1 308 |
| | 18,73% | 2,83% | 6,8% | 16,74% | 5,28% | 18,04% | 1,91% | 4,36% | 12,39% | 12,92% | |
| 2024 | 262 | 40 | 98 | 207 | 75 | 248 | 25 | 54 | 152 | 166 | 1 327 |
| | 19,74% | 3,01% | 7,39% | 15,6% | 5,65% | 18,69% | 1,88% | 4,07% | 11,45% | 12,51% | |

When looking at the academic equity profile for permanent and fixed-term staff over the past five years, African females have increased from 182 in 2020 to 262 in 2024, a 5,41% increase. Coloured and Indian females remained constant with a slight increase over the five-year period. White females decreased from 239 in 2020 to 207 in 2024, a decrease of 3,22%. The international female count increased progressively from 63 in 2020 to 75 in 2024, an increase of 0,7%.

African males increased from 214 in 2020 to 248 in 2024, a 1,84% increase. Coloured males decreased slightly during this period, and Indian males remained unchanged. White males decreased by 4,06% and international males decreased slightly by 0,4% to 12,51%. The overall headcount increased by 4,3% from 1 270 in 2020 to 1 327 in 2024.

Of the support and executive staff, female representation in 2024 was 53,29% of which African females represent 87,41%, white females represent 11,45% and international females 1,14% of the female headcount. Male representation is at 46,71% of which African males represent 92,34%, white males 6,36%, and international males 1,3%.



Table 68: UJ support and executive staff equity profile 2024 (gender and race)

| OCCUPATIONAL LEVEL | FEMALE | | | | | MALE | | | | | TOTAL |
|--|--------------|------------|-----------|------------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|
| | A | C | I | W | Int | A | C | I | W | Int | |
| Top management | 2 | 1 | | 1 | | 3 | | | | | 7 |
| Senior management | 22 | 2 | 9 | 12 | 2 | 20 | 4 | 1 | 16 | 1 | 89 |
| Professional qualified and experienced specialist and mid-management | 95 | 16 | 24 | 59 | 2 | 87 | 10 | 4 | 28 | 10 | 335 |
| Skilled, academic, junior management, supervisors, foremen and superintendents | 298 | 63 | 42 | 74 | 8 | 306 | 15 | 11 | 27 | 8 | 852 |
| Semiskilled and discretionary decision making | 252 | 39 | 8 | 45 | 4 | 365 | 7 | 3 | 21 | 0 | 744 |
| Unskilled and defined decision making | 578 | 7 | 0 | 0 | 3 | 511 | 3 | 0 | 1 | 0 | 1 103 |
| TOTAL | 1 247 | 128 | 83 | 191 | 19 | 1 292 | 39 | 19 | 93 | 19 | 3 130 |

When comparing 2023 figures with 2024, the African female headcount increased by 32 of whom most were appointed in the junior management category. Coloured females increased by 2, Indian females decreased by 4, and white females decreased by 19. The African male count decreased by 31, Coloured males decreased by 1, Indian males decreased by 1, and white males decreased by 6. International females increased by 2 to 19 and international males decreased by 1 to 19.

Table 69: UJ support staff equity profile excluding ELG over the past five years

| | FEMALE | | | | | MALE | | | | | TOTAL |
|-------------|--------|-------|-------|-------|-------|--------|-------|-------|-------|-------|--------------|
| | A | C | I | W | Int | A | C | I | W | Int | |
| 2020 | 1 096 | 131 | 83 | 258 | 12 | 1 265 | 36 | 24 | 119 | 24 | 3 048 |
| | 35,96% | 4,3% | 2,72% | 8,46% | 0,39% | 41,5% | 1,18% | 0,79% | 3,9% | 0,79% | |
| 2021 | 1 100 | 132 | 87 | 241 | 16 | 1 265 | 33 | 23 | 111 | 21 | 3 029 |
| | 36,32% | 4,36% | 2,87% | 7,96% | 0,53% | 41,76% | 1,09% | 0,76% | 3,66% | 0,69% | |
| 2022 | 1 170 | 127 | 88 | 223 | 16 | 1 302 | 39 | 20 | 101 | 20 | 3 106 |
| | 37,67% | 4,09% | 2,83% | 7,18% | 0,52% | 41,92% | 1,26% | 0,64% | 3,25% | 0,64% | |
| 2023 | 1 208 | 123 | 86 | 208 | 16 | 1 318 | 40 | 20 | 97 | 20 | 3 136 |
| | 38,52% | 3,92% | 2,74% | 6,63% | 0,51% | 42,03% | 1,28% | 0,64% | 3,09% | 0,64% | |
| 2024 | 1 240 | 126 | 82 | 189 | 18 | 1 286 | 39 | 19 | 91 | 19 | 3 109 |
| | 39,88% | 4,05% | 2,64% | 6,08% | 0,58% | 41,36% | 1,25% | 0,61% | 2,93% | 0,61% | |

When comparing the permanent and fixed-term support equity profile (excluding the ELG) over the past five years, African females increased from 1 096 in 2020 to 1 240 in 2024, which is a 3,92% increase. Coloured females decreased from 131 to 126, a 0,25% decrease. Indian females remained constant. White females decreased from 258 in 2020 to 189 in 2024, a decrease of 2,38%. The international female count increased by 6 to a total 18 or 0,58%.



African males increased from 1 265 in 2020 to 1 286 in 2024, a 0,14% increase. Coloured males increased slightly during the period, and Indian males decreased slightly to 0,61%. White males decreased from 119 in 2020 to 91 in 2024, a decrease of 0,97%. International males decreased by 5 over the period to 0,61%. The overall support staff count increased by 61 from 3 048 in 2020 to 3 109 in 2024.

HCM targets in the UJ Annual Performance Plan

Of the HCM targets in the UJ Annual Performance Plan, several were achieved, including academic staff with a doctorate qualification, African academic staff, and African associate professors and professors. Targets that were not achieved but were well within reach were the number of international academic staff, female associate professors and professors, and the total number of associate professors and professors.

The number of permanent and fixed-term academic and research staff with a doctoral degree increased by 55, year-on-year, and in 2024 the target of 60% and the ceiling of 61,5% were met with an increase to 62,2%. Over the past five years, the number has increased from 53,9% to the current 62,2%. The target of 54% for the number of black staff was achieved with 62,2%, which also exceeded the ceiling of 54,5%. The target for black associate professors and professors was set at 30%, and the ceiling of 30,5% was exceeded with 31,8%.

Table 70: HCM APP targets achieved in 2024 (based on HEMIS rules)

| KPI INDICATOR | TARGET | ACHIEVED |
|---|--------|--------------|
| Number of leadership programmes for the development of staff and students (#) | 6 | 7 |
| Proportion of permanent and fixed-term academic staff (HEMIS Category 1: instruction/research professionals) with a doctorate | 60% | 62,2% |
| Academic staff profile: Percentage of permanent and fixed-term academic staff: Race (black) | 54% | 55,6% |
| Percentage of associate professors and professors: Race (black) | 30% | 31,8% |
| Number of permanent and fixed-term academic staff recruited who are working in 4IR (cumulative) | 55 | 92 |

Although some targets were not met, some were very close to the targets set. Great efforts were made to increase the number of female academic and research staff and the associate professor and professor cohort. HCM will continue to support the initiative led by the DVC: Academic to increase the doctorate count, to promote females from senior lecturer to associate professor and to increase the number of female associate professors and professors. Increasing the number of appointees with a disability receives ongoing attention.

Table 71: HCM APP targets not achieved in 2024 (based on HEMIS Rules)

| KPI INDICATOR | TARGET | ACHIEVED |
|---|--------|--------------|
| Academic staff profile: Percentage of permanent and fixed-term academic staff: Disability | 1,4% | 1,2% |
| Proportion of permanent and fixed-term academic staff (HEMIS Category 1: instruction/research professionals) with a master's (or equivalent as UJ defined) as highest qualification | 35,5% | 32,2% |
| Academic staff profile: Percentage of permanent and fixed-term academic staff: Gender (female) | 51% | 50,9% |
| Academic staff profile: Percentage of permanent and fixed-term academic staff: National origin (international) | 18% | 17,7% |
| Percentage of associate professors and professors: Gender (female) | 44% | 43% |
| Percentage of permanent and fixed-term academic staff by rank: Associate professors and professors | 33% | 32,2% |



| KPI INDICATOR | TARGET | ACHIEVED |
|---|--------|--------------|
| Percentage of permanent and fixed-term academic staff by rank: Associate professors | 18% | 17,8% |
| Percentage of permanent and fixed-term academic staff by rank: Professors | 15% | 14,4% |
| Percentage turnover of academic staff (HEMIS Category 1: instruction/research professionals) Excluding assistant lecturers and post-retirement Excluding retirements | <5% | 6% |

Academic and research staff promoted in 2024

In terms of permanent and fixed-term academic and research staff promotions, Senex approved 89 promotions in 2024 compared to 77 promotions in 2023, 85 promotions in 2022, and 70 in 2021 and 2020, respectively. A total of 45 designated promotions were processed in 2024, of which 27 were African (15 female and 12 male), four Coloured and 14 Indian. A total of 44 non-designated staff were promoted, 24 white and 20 international. With the focus on promoting females to the associate professor and professor cohort, 35 such promotions of female staff were made, of whom 28 were promoted from senior lecturer to associate professor and seven from associate professor to professor.

Table 72: Academic promotions

| GRADE | FEMALE | | | | | FEMALE TOTAL | MALE | | | | | MALE TOTAL | TOTAL |
|-----------------|-----------|----------|-----------|-----------|----------|--------------|-----------|----------|----------|----------|-----------|------------|-----------|
| | A | C | I | W | Int | | A | C | I | W | Int | | |
| AP to P | 2 | – | – | 4 | 1 | 7 | 2 | 1 | – | 2 | 5 | 10 | 17 |
| L to SL | 5 | 1 | 4 | 3 | 2 | 15 | 6 | 1 | 2 | 1 | – | 10 | 25 |
| SL to AP | 8 | – | 6 | 10 | 4 | 28 | 4 | 1 | 2 | 4 | 8 | 19 | 47 |
| TOTAL | 15 | 1 | 10 | 17 | 7 | 50 | 12 | 3 | 4 | 7 | 13 | 39 | 89 |

The Executive Leadership Group employment equity profile in 2024

The ELG gender profile varied slightly compared to previous years with female representation at 61,9% and male representation at 38,1%. Black females account for 47,61%, and black males account for 28,57%. The total percentage of black male and female is 76,18%, white male and female 19,05% and international 4,77%.

Table 73: ELG equity profile 2024

| GENDER | A | C | I | W | INT | TOTAL | A | C | I | W | INT |
|---------------|-----------|----------|----------|----------|----------|-----------|--------------|--------------|--------------|---------------|--------------|
| Female | 7 | 2 | 1 | 2 | 1 | 13 | 53,85% | 15,38% | 7,69% | 15,38% | 7,69% |
| Male | 6 | – | – | 2 | – | 8 | 75% | 0% | 0% | 25% | 0% |
| TOTAL | 13 | 2 | 1 | 4 | 1 | 21 | 61,9% | 9,52% | 4,76% | 19,05% | 4,76% |

The gradual shift in the ELG black gender profile between 2020 and 2023 can be seen in the table below, with the overall position count remaining unchanged at 23 in 2024. See table 74.

Executive recruitment and global excellence and stature (GES)

In 2024, HCM played a pivotal role in facilitating the recruitment, selection, and review processes for key executive positions. These efforts resulted in several strategic appointments and reappointments, reinforcing strong leadership and continuity within the institution.



Table 74: ELG equity profile 2020 to 2024

| | FEMALE | | | | | MALE | | | | | TOTAL |
|-------------|--------|--------|-------|--------|-------|--------|----|-------|--------|-------|-----------|
| | A | C | I | W | Int | A | C | I | W | Int | |
| 2020 | 6 | 3 | 2 | 3 | 0 | 3 | 0 | 1 | 5 | 0 | 23 |
| | 26,09% | 13,04% | 8,7% | 13,04% | 0% | 13,04% | 0% | 4,35% | 21,74% | 0% | |
| 2021 | 6 | 3 | 1 | 3 | 0 | 4 | 0 | 1 | 4 | 1 | 23 |
| | 26,09% | 13,04% | 4,35% | 13,04% | 0% | 17,39% | 0% | 4,35% | 17,39% | 4,35% | |
| 2022 | 7 | 4 | 1 | 2 | 0 | 5 | 0 | 1 | 3 | 1 | 24 |
| | 29,17% | 16,67% | 4,17% | 8,33% | 0% | 20,83% | 0% | 4,17% | 12,5% | 4,17% | |
| 2023 | 7 | 3 | 1 | 2 | 1 | 5 | 0 | 0 | 2 | 0 | 21 |
| | 33,33% | 14,29% | 4,76% | 9,52% | 4,76% | 23,81% | 0% | 0% | 9,52% | 0% | |
| 2024 | 7 | 2 | 1 | 2 | 1 | 6 | 0 | 0 | 2 | 0 | 21 |
| | 33,33% | 9,52% | 4,76% | 9,52% | 4,76% | 28,57% | 0% | 0% | 9,52% | 0% | |

- Deputy Vice-Chancellor: Research and Innovation
- Senior Executive Director: University Relations, Student Affairs and UJ Sport
- Executive Dean: College of Business and Economics
- Executive Dean: Health Sciences
- Chief Information Officer: Information Communication Systems
- Executive Director: Financial Support Services
- Reappointment of Executive Director: Human Capital Management (1 July 2024)
- Reappointment of Executive Dean: Humanities (from 1 April 2025)

Furthermore, in support of the GES Strategy, positions were created to directly develop UJ's 4IR agenda. Key appointments, including distinguished professors and distinguished visiting professors, were made to strengthen the University's academic excellence and research impact. Additionally, special appointments were approved in accordance with the Policy on Academic Categories and Promotion Criteria, following rigorous evaluation and endorsement by Senex.

Operations and Human Capital Management Information Systems (HCMIS) Unit

The Unit made great strides towards process integration with other HCM units and UJ clients by continuously revising the current state (as is) within the prescribed policies and procedures. Several focal points received attention, and progress was made as follows:

- The online declaration of interest solution was well managed with limited systems development, still to be further enhanced and aligned with the Draft Policy on Private Work.
- Ongoing developments of the online Exit Clearance solution.
- Development of the online Nominee and Beneficiary solution.
- Ongoing improvement of controls in terms of Record and Data Management for reporting purposes, client satisfaction and minimising audit findings.
- Future in-house system development identified for 2025.
- The HCM schedule of submissions was effectively managed to ensure timeous and up-to-standard reporting.

Business and Data Analysis Unit

The Business and Data Analysis Unit in HCM provides support to the HCM team and the broader UJ community by introducing technology, business, and data improvements. Several systems have been developed by the Unit, and these systems have created greater efficiency and agility for HCM.



Performance Management (PM) online system

The PM system has reached a high level of compliance with a completion rate of 99% and above in all the critical phases, as follows:

- Contracting phase: 99,85%
- Mid-term review phase: 99%
- Final assessment phase: 99,7%

In addition, the performance management system needed to be aligned to the new UJ Strategy 2035, involving an upgrade and additional system enhancements.

Systems development and enhancements

New systems were developed or enhanced and implemented in 2024 to create agility and efficiency in business processes. These systems include:

My HR Online

The My HR Online application is a web application, which provides employees with the ability to perform self-service functionality. The application was launched in 2024 with two major functionalities introduced.

Online exit interview

The online exit interview targets soon-to-be ex-employees, with an exit interview presented for completion. Responses are collated and analysed to determine the top reasons for exits and how the institution can best respond. The exit interview was implemented as part of the My HR Online solution.

Online study concession

The online study concession provides an interface where permanent and fixed-term contract employees can apply for their own or dependents' study concession(s). The system provides an approval interface for HCM and Student Finance, and upon final approval formulates an automated work-back agreement to which the employee is bound. The online study concession was also implemented as part of the My HR Online solution.

Reward and recognition – Orange Ribbon Awards

A web application for Orange Ribbon Award submissions was introduced in 2024. Based on the reporting lines, senior leaders submit a motivation for an employee in their reporting line(s). A workflow to the respective ELG member seals the nomination.

Talent management 360

The Talent Management 360-degree system is an extension of the talent management introduced in 2023. The 360-degree enhancement now introduced enables line manager, self, peer and subordinate assessments. The values are collated and provide a single view of the employee's talent quadrant and the areas of improvement.

Automated HR101

The automated HR101 was introduced in 2024 and provides business partners with the ability to extract a single version of truth from Oracle for a recruitment process. In the past, business partners needed to formulate the HR101 manually.

Employee Relations and Wellness Unit

Employee Relations

The Employee Relations (ER) Unit continued to oversee a range of employment relations issues dealing with issues of mutual interest, including all disciplinary, incapacity and collective bargaining issues. The following are highlights of ER activities in 2024:

- A panel of legal service providers for disciplinary, grievances and incapacity matters was appointed through a tender process for a period of three years.
- Union membership vs non-union members remained unchanged for the most part of 2024. NEHAWU membership remained steady at between 25% and 26% for union members throughout the year, while many employees were non-union members.



- The substantive negotiations were successfully concluded with a salary increase of 5,5% across the board for the bargaining units (P5-P17).
- In terms of capacity building and advocacy, the annual ER seminar was held. UJ also hosted the National Employee Relations Forum for the higher learning sector. An ER Policy awareness drive was conducted and managed to reach the entire workforce.
- The review of Conditions of Service project aimed at having uniform conditions of service among all university staff was initiated, with ENS Law Firm being appointed as service provider.
- The number of registered disciplinary cases remained constant in comparison with the previous year, with 97 registered cases in 2023 and 95 in 2024.
- The University recorded a 100% success rate with cases registered at the CCMA and no adverse findings at the Labour Court.

Employee Wellness

In 2024, HCM appointed a new wellness service provider (Lyra South Africa) and together with the wellness team, implemented a comprehensive range of employee wellness interventions to foster a healthy and supportive work environment. These initiatives were designed to address various facets of well-being as outlined below:

- Wellness information sessions
- Substance abuse and gambling
- Line manager training and line manager well-being seminars
- Well-being and work-life balance programmes
- Disability matters
- Wellness screening for lifestyle diseases
- Psychosocial interventions
- Financial management and awareness

The implementation of these wellness interventions reflects the institution's commitment to creating a workplace that prioritises the holistic well-being of its employees.

Remuneration and Benefits Unit

The Remuneration and Benefits Unit is responsible for the development, implementation and management of policies and frameworks that ensure fair, competitive, and strategically aligned remuneration and benefits for UJ employees. The responsibilities include overseeing salary structures, incentives, benefits programmes, and compliance with labour regulations to attract, retain, and motivate talent while supporting the institution's overall strategic objectives.

Notable successes:

- The Unit successfully and timeously implemented the 2024 general annual salary increases in April, which was implemented backdated to 1 January.
- The Disability Forum was launched, and sessions were held, enabling early identification of potential cases and the exchange of information, insights, and experiences.
- The Unit automated and rolled out system-generated exit packs for retirees, ensuring accurate, transparent, and consistent communication. This automation streamlined the process, while interactive retirement consultations throughout the year helped retirees make informed decisions.
- The Unit launched the online study concession application system in 2024 for 2025 applications.
- The Unit played a key role in implementing the two-pot retirement fund system for all UJ employees on 1 September 2024, with financial advisors demonstrating it through campus roadshows and sessions.
- The Unit successfully hosted the Long Service Awards Function.
- Performance bonuses were efficiently calculated and distributed in December to staff who met their targets.

Transformation Unit

The Transformation Unit leads and coordinates institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ vision, strategic objectives



and the enhancement of global excellence and stature. Key focus areas include institutional culture, gender equity, diversity and inclusion, leadership development, ethics and governance, as well as awareness and advocacy. A full report is provided in Section Six of this Annual Report.

RISK MANAGEMENT

Over the past year, an internal HCM audit was conducted as scheduled, focusing on key processes, such as leave management, temporary staff appointments, and secondary appointments. The overall audit outcome was positive, though it highlighted areas for control improvements. The HCM team remained proactive in monitoring the operational risk environment, implementing action plans and processing automation initiatives throughout the year to mitigate these risks. The Risk Register was continuously updated to reflect these efforts.

The following risks are currently receiving priority attention:

- Inadequate retention of skills.
- Challenges in achieving B-BEEE score and strategy implementation.
- Inability to meet employment equity targets in the academic environment.
- Decentralised temporary appointment system and inconsistent application and adherence to policy.
- Leave management process.
- Secondary appointment process.

As part of its commitment to continuous improvement, HCM remains dedicated to proactively managing risks through the implementation of advanced technologies and the enhancement of existing frameworks. These strategic efforts are designed to strengthen operational resilience, drive efficiency, and ensure the institution's long-term stability and sustainability.

SIGNIFICANT ACCOMPLISHMENTS IN 2024

In 2024, the Human Capital Management Division made significant strides in advancing the University's human capital strategies, while fostering a dynamic and supportive workplace environment. Notable achievements include the successful implementation of strategic initiatives that enhance talent management, employee engagement, and organisational effectiveness.

- Continued enhancement of the resourcing time-to-hire (TTH) processes.
- Successfully introduced the two-pot retirement fund system to all UJ employees.
- Improved B-BBEE score to Level 3 through the skills development pillar.
- Launched the Disability Forum.
- Successfully implemented the Top Tier Reward and Recognition annual awards for support staff members.
- Further enhanced operational efficiency through the successful rollout of streamlined HCM processes and the integration of advanced HCM technologies.
- Achieved high participation rates in employee wellness initiatives.
- Achieved a reduction in the number of unresolved employee relations issues and/or disputes through continuous training on policies and procedures.
- Successfully managed compensation reviews and adjustments.
- Successfully utilised analytics for decision making in HCM.
- Enhanced the talent management system incorporating the 360-degree assessment.

These achievements underscore HCM's commitment to driving organisational success through strategic human capital management initiatives.

CONCLUSION AND WAY FORWARD

The Human Capital Management (HCM) executive summary captures its journey over the past year, showcasing key achievements, challenges, and strategic initiatives that have shaped the University's human capital landscape. In 2024, the University launched a new strategy set to take effect in 2025, marking a



transformative phase in its evolution. HCM will play a crucial role in driving this strategy by aligning talent management, workforce planning, and employee development with the institution's long-term vision.

Looking ahead, the HCM Horizon Strategic Objectives chart a course for the University, with a clear focus on the following:

- Acquiring, developing and retaining talent.
- Ensuring a good culture that is inclusive of a sense of belonging (diversity, equity, inclusion and belonging).
- Transforming the institution and inculcating transformative leadership.
- Providing exceptional support and value to the University.
- Streamlining HCM processes and implementing innovative technologies.
- Creating harmonious working relations.

As Human Capital Management (HCM) continues to drive forward, we reaffirm our role as a strategic partner in advancing the University's mission. Our success is deeply rooted in collaboration, working alongside University leadership, faculties, support services, and unions to foster a thriving and engaged workforce. We extend our heartfelt appreciation to the entire HCM team for their dedication and to the broader University community for their steadfast commitment to our shared vision as we continue to build a dynamic, people-centred institution that empowers excellence and innovation.

Tokoza Kwinane

Tokoza Kwinane (Ms)

Executive Director: Human Resources





A black and white photograph of a graduate walking away from the camera on a brick path. The graduate is wearing a black graduation cap and gown, with a stole featuring a repeating circular pattern. They are also wearing sparkling high-heeled sandals. The background shows a modern building and some trees.

Section SIXTEEN



Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Object Four, enriching student-friendly learning and living experience, and Objective Six, fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communication Systems
- Facilities Management (including Protection Services)

Furthermore, in 2024, the encompassing Registrar's Portfolio included:

- Central Academic Administration (including the Alumni Office)
- Corporate Governance
- University Secretariat
- Centre for Student Health and Wellness
- Occupational Health Practice

Both the operating context and governance and the performance review of all these support services divisions are reflected in this report. Reports of the various support services serve at the relevant Management, Senate, and Council committees



Letlhokwa Mpedi (Prof)

Vice-Chancellor and Principal



Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching student-friendly learning and living experience and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff are contributing research papers to national, and on occasion, international conferences. In short, the work of these units is focused on and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of global excellence and stature.

Bettine van Vuuren

Bettine van Vuuren (Prof)

Registrar



Central Academic Administration

OPERATING CONTEXT AND GOVERNANCE

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

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

The organisational design of CAA follows the academic administration life-cycle process with the following departments: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations, and Alumni), HEMIS Coordinator, Student Enrolment Centre (including the Student Call Centre), Assessment, and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates according to the relevant charter as approved by Senex.

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



ACHIEVEMENTS FOR 2024

Applications and late enquiries

The University successfully promoted the online application system through our 'No application fees and no walk-ins' campaigns, which have resulted in almost 100% electronic applications. Although the total number of applicants has grown substantially over the last seven years, from 145 000 in 2018 to more than 340 000 in 2024, CAA has managed to accommodate the increases extremely well using technology to drive business processes and automate selection decisions.

In the past years, the Student Enrolment Centre (SEC) has enhanced the undergraduate application process to make it more seamless, user-friendly, and efficient than ever before. Our intuitive online platform guides applicants with pre-screening in real time against their Grade 11/12 results, while they are completing the online application. The pre-screening functionality helps applicants make an informed decision by indicating whether the applicant already meets the minimum requirements or warns them if they do not qualify and therefore need to either improve their marks or choose a different programme.

Combined with the selection letters that indicate the average admissions score for the selected programme in the previous year, applicants can determine whether they have a realistic chance of being admitted or whether they need to improve their results in their final Grade 12 examinations. All major selection category letters have now also been translated into the other three UJ languages (IsiZulu, Sesotho sa Leboa, and Afrikaans) to aid applicants in better understanding the selection process, their current application status, as well as what is required of them going forward.

The fully automated selection process that has been implemented for undergraduate applicants informs applicants of their application status within 24 hours of submitting their application, allowing for a more effective, smooth and timely selection process. This process has now also been rolled out to most of the non-subsidised programmes, reducing the workload in faculties/departments and allowing for applicants to get a response within 24 hours.

The system functionality developed by SEC two years ago to automatically recalculate applicants' endorsements in cases where an applicant had multiple matric sittings has now also been enhanced to calculate endorsements in cases where no endorsement has been allocated by the Department of Basic Education (DBE). This functionality allows UJ to recalculate the new endorsement based on the DBE Policy Framework on behalf of the department. This enhancement will allow for a much quicker selection process in January and will eliminate the need for applicants to submit their matric certificates to UJ for processing, reducing the turnaround time of selections as well as the number of documents that need to be processed by biographics staff. This also means applicants no longer risk being unable to register in January due to incomplete data received from DBE.

SEC has also embarked on an initiative with the Department of Higher Education and Training (DHET) to verify whether applicants have studied with another institution, reducing the risk of applicants being registered as first-time entering students incorrectly in cases where they had omitted to declare their previous studies. From the 200 000 records submitted to DHET, SEC was able to identify 8 000 applicants who had not declared previous studies, thereby allowing the University to contact the applicant in order for them to submit the relevant academic record from their previous institution(s) for processing.

To mitigate any potential risks related to late applications/walk-ins, the University opted not to allow any physical walk-ins during the week following the release of the Grade 12 results. Owing to the later-than-usual release of Grade 12 results at the beginning of 2024 (approximately two weeks), these mitigating actions were already in place from 19 January. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform applicants that no walk-ins would be allowed on any campus during the registration period.

In 2024, CAA implemented a completely new application management solution. With a major redesign of the Perceptive Content workflow design where applications are managed, the processing of applications has now been changed to allow faculties and selectors to query their own applications at any stage during the selection process, giving more flexibility and control to staff processing applications.



The system also boasts better capabilities in terms of updating information from the Student Information System, improved security with enhanced log files, and document management within the application folder. This has minimised the risk of misplaced and unprocessed applications and has enhanced their retrieval. This improved system has increased productivity and accuracy, reduced turnaround time, and enabled a smoother and faster experience for both applicants and staff.

By constantly seeking innovative ways to bridge the gap between applicants, students, and the University, the chatbot was also integrated within WhatsApp, offering applicants and students instant answers to most questions they may have, 24 hours a day. With a total of 89 952 queries being handled through the WhatsApp method of communication by the chatbot during registration, WhatsApp was able to alleviate the need for physical agents while also extending the reach of personal communication to students and applicants. During the 2024 registration period, the University relied on the chatbot (MoUji) to assist through several communication channels (e.g. WhatsApp, website, social media) with general enquires, with a total of 176 455 queries being answered in January and February 2024.

MoUji (now supported through WhatsApp) has been integrated with the University's student information system to offer applicants and students a self-service option and a more personalised experience. MoUji can, therefore, provide applicants or students with answers to general questions, ranging from application, registration, finance, and residence information. In addition, students can verify personal information, such as contact details, view academic and residence admission statuses, access class or assessment timetables, assessment results, financial statements, and graduation information. Applicants can even reset their login PIN themselves without having to phone the contact centre for assistance. By launching the WhatsApp chatbot, the University took a bold step towards harnessing the power of modern communication tools to elevate support for online enquiries, marking another stride in CAA's journey of embracing innovative technology to support our community and students.

Between 15 and 18 January, CAA completed the process of reviewing the admission statuses of all applicants for the available 10 504 first-year undergraduate places, based on their final Grade 12 results. The Grade 12 results were officially released on 19 January at all schools. On the morning of 19 January, every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. Applicants were not required to visit any campus or submit any documentation to verify their final admission status. CAA also released more than 400 000 admission letters (first and second choices) to all the applicants during this time.

Anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme had to use the late enquiry system. This system was made available from 19 January for six days.

In total, 261 825 people used the late enquiry system, with 29 351 being able to log a formal enquiry via our online system, compared to 289 538 users last year, of whom 31 327 were able to log an enquiry.

Registrations

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by public order policing for registrations in 2024. Strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January. Simultaneously, adequate support was ensured for entrants wishing to submit late applications, register online and off-site, and have queries addressed.

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

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



The security vetting marquees came into operation on 19 January, to direct legitimate enquiries onto campus for assistance. This was required in some instances where queries could not be resolved via the call centre, online chat facility or chatbot (e.g. international clearances, residence registrations, and first-year students collecting student cards). All accepted applicants and returning students were informed that no facilities would be available on campus for assisted registrations. During registrations, the call centre (with 60 additional temporary agents) assisted with more than 55 757 calls compared to 74 359 in 2023. This reduction in calls can be attributed to the impact of the WhatsApp chatbot.

Registrations opened for senior (or continuing) and postgraduate students on 15 January and for first-year students on 20 January. Academic activities commenced on 12 February for both first-year and senior students.

The traditional methods of identity verification, such as sending in a copy of your ID document or submitting a certified copy for manual checks, are not infallible and can be susceptible to fraudulent activities. To ensure security and fraud-resistant registration processes, UJ piloted on a small scale the integration of facial recognition technology into its registration process. This initiative marked the institution as the first in South Africa to employ facial recognition as a means of identity verification during the registration process.

In 2025, this technology will be fully implemented through uLink for all the new students joining UJ. This advanced level of authentication will ensure that the person registering is indeed who they claim to be.

Graduations and certification

The graduation ceremonies for 2024 were organised into three sets. The Autumn series was presented from 27 February to 26 April, comprising 48 ceremonies distributed over nine weeks. The Winter series was presented from 3 May to 19 May, comprising 13 ceremonies distributed over three weeks, and the Summer series was presented from 11 October to 25 October, comprising six ceremonies distributed over a two-week period. Collectively, the University staged 68 graduation ceremonies throughout the year.

A total of 10 731 (9 665 in 2023) students attended graduations (in subsidised programmes) for the Autumn ceremonies, 1 953 for the Winter ceremonies (1 528 in 2023), and 1 053 for the Summer ceremonies (972 in 2023). This aggregates to 13 737 (compared to 12 165 in 2023) students for all the ceremonies.

In 2024, an honorary degree was conferred on the following candidates by the University in recognition of a remarkable contribution to their field of expertise:

- Mr T Ikalafeng on 19 March for the College of Business and Economics.
- Ms N Gobodo on 4 April for the College of Business and Economics.
- Dr R Kaplinsky on 17 April for the College of Business and Economics.
- Mr P Mosimane on 24 July for the Faculty of Health Sciences.

The transition from printed to digital graduation programmes was successfully completed in 2024, achieving significant cost savings. A QR code link to the digital programmes was piloted during the 2024 Winter ceremonies and fully implemented by the 2024 Summer graduations, saving over R700 000 annually. QR codes were emailed to graduates and were displayed around the venue and on screens.

The chairs used on stage for the graduation procession have been successfully refurbished and reupholstered. This enhanced the overall presentation and comfort.

In total, 24 587 certificates were printed and published through the digital certificate platform (compared to 20 291 for the previous year), which include subsidised and non-subsidised programmes. Digital certificates were also issued for the free online courses presented to the public, and in total, 1 219 orders were placed for replacement certificates (compared to 1 145 during the previous year).

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



Alumni relations

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

The award-winning UJ Alumni Impumelelo magazine plays a vital role in alumni relations. Three Impumelelo magazine editions were published in 2024. The 12th edition introduced Mpumi, UJ's alumni animation, and the 13th edition put a spotlight on one of UJ's honorary doctorate recipients, Mr Pitao Mosimane. The 14th edition focused on UJ's Vision 2035 and profiled some of UJ's illustrious alumni. Additionally, Volume 4 of the Convocation Newsletter was released in March and Volume 5 in June. The Convocation Newsletter offers updates about Convocation-related matters, including the annual general meeting.

On 14 May, the Alumni Office launched a unique marketing application, an alumni animation. The alumni animation presents the Alumni Office, speaks to being UJ alumni and how an alum can join the Alumni Connect platform, details alumni benefits, describes the many networking events, calls for alumni to give back and to stay in touch by updating their details, and finally tells how alumni can add their story to the alumni magazine.

In short, the alumni animation is aimed at keeping alumni engaged with relevant content, giving them a sense of being seen by the University and fostering positive relations with the institution. This initiative won the highest accolade at the Annual MACE awards – the Platinum Award for an alumni campaign. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher education sector.

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

The current alumni database lists 296 036 alumni, encompassing both subsidised and non-subsidised whole programme alumni, of whom 197 160 are contactable. The UJ Alumni Connect platform has emerged as a dynamic hub for alumni engagement, with a community of 15 494 registered alumni. This cutting-edge online platform facilitates various interactions including mentorship programmes and integration with social and professional networks, allowing alumni to reconnect with classmates globally, receive timely updates, access educational opportunities, and explore career offerings. The emphasis on mentoring assistance underscores the commitment to nurturing a culture of giving back to the alma mater.

The Alumni Office's in-person and virtual events held throughout the year played a crucial role in expanding the global reach of the alumni network. These events have facilitated stronger connections and collaborations among alumni globally.

Teaching and learning

The CELCAT scheduling system, which had been used for optimising lecturing timetables on all campuses on a rotational basis over several years, was again used to re-optimize the APK lecturing timetable for 2025. However, this project had to be extended by a year, due to excessive timetable related constraints, the chief of which was curriculum complexity, i.e. there were too many curricula with too many choices for elective modules. Policy rules regarding faculty groupings will also be more strictly enforced going forward.

The new project to publish students' personalised assessment (semester test/continuous assessment) timetables via uLink, was rolled out as a pilot project in the second semester of 2024. Students make use of the new functionality. Full rollout, including using the new business process and application form for test date changes, will happen in the first semester of 2025. The Policy on Timetable Construction was amended in May 2024 to make provision for the new business process and was approved by Senate.

The Assessment Department started with the process of digitising the printing job card process. This will replace the manual process of writing out the printing job cards (e.g. looking up the number of students registered for a module and then completing the job card) for the printer operator to photocopy the assessment papers.



The Assessment Department also developed an online booking system for all academics to use to view their printed assessment papers. Academics can choose the date, time, and campus available in the diary of the responsible assessment officer for this purpose. The booking is then slotted into their Outlook calendar, and they can proceed to get the assessment paper ready for viewing on the specific date and time.

A new exam banner report was developed to coordinate and manage the printing of examination papers, reducing the process significantly. With the new exam banner format in place, the Assessment Department can filter according to 'upload' or 'not upload' status, to follow up on modules that have been not printed. The result was that the examination paper printing was completed within a shorter time frame allowing more time for the quality control process before the exams commenced.

To ensure a student is who they claim to be, the Assessment Department conducts random checks during assessments by scanning the student card and verifying it by matching the fingerprint to the card using the access control mobile devices. The Assessment Department verified 42% of the students writing assessments.

HEMIS (Higher Education Management Information System) reporting and data quality

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

In the audit report, auditors must certify that the data in certain fields of relevant HEMIS reporting files are realistic and accurate representations of the institution's student records, staff records and academic programme records. The external auditors validated the 2023 student data in June 2024 as per the audit directives received from DHET. The six audited files contained 66 data elements and a sample of 45 per element for testing, to verify that qualifications offered were approved by the Minister of Higher Education and that the University complies with all learning material classifications, which finally determine subsidy allocations. Only two findings were recorded for all the data elements tested for the 2023 data. This is a very positive outcome as many more elements were tested this year.

The staff data is validated in terms of staff classification categories, particularly instruction/research and permanent/temporary. The staff profile audit file consists of nine data elements, and a sampling of 45 per data element was audited. No exceptions were recorded.

CONCLUSION AND FUTURE PROJECTS

Central Academic Administration successfully completed all the life-cycle business processes for the year, while mitigating the related risks. In 2025, CAA will fully implement the biometric identity verification system using facial recognition during the registration process and will investigate the possibility of expanding the capability of the UJ chatbot with AI (artificial intelligence) abilities. CAA will also implement more robotic process automation (RPA) between systems to issue admission letters more quickly to applicants in January and to mark duplicate documents (emailed in for admission purposes) so that these are not queued for processing.

Tinus van Zyl

Tinus van Zyl (Dr)

Senior Director:

Central Academic Administration



Corporate Governance

OPERATING CONTEXT

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

The Division comprises three units: the Governance Unit, the Qualification Verification Unit, and the Records Management Unit. These units have a footprint across the University and are technology driven. The systems used within the Division include ITS Integrator, Perceptive Content, Hive, Oracle Business Intelligence, Mobile Voting System, POPIA/PAIA Platform, and service provider platforms. The Division, while diverse in nature, seeks to align its operations with best practices.

STRATEGIC FOCUS

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

GOVERNANCE UNIT

This Unit oversees the governance related to the Registrar's Portfolio in the areas listed below.

University academic regulations

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

A working group was assigned to oversee the amendments to the Academic Regulations and ensure alignment with new and amended policies. This working group comprised the Registrar, the heads of faculty administration, and relevant support divisions, including academic representatives. To facilitate active consultation and interaction with the relevant portfolios within UJ, the working group was provided access to the previous version of the University Academic Regulations through the MS Teams platform. The working group reviewed the 2024 regulations to inform the 2025 regulations regarding accuracy, consistency, and applicability. The proposed amendments served at faculty boards for input.

The amended University Academic Regulations for 2025 served at the last Senate meeting of November 2024 for approval. The revised University Academic Regulations were published on the Intranet and the UJ website.

Policy management

The Corporate Governance Division is responsible for the monitoring and tracking of the policy environment. The Division played a key role in monitoring, maintaining and overseeing governance documentation, such as policies, charters, guidelines, and standard operating procedures. In 2024, 48 governance documents were reviewed and approved. Corporate Governance continued to leverage the UJ Circulars in 2024 by listing



the various types of policy documents that were reviewed and approved in 2024. This assisted in raising awareness within the UJ community regarding the status of governance documentation.

During 2024, improvements were made to the Policy Management Intranet page to ensure ease of access to all relevant documentation, such as cover pages, checklists, and previously published circulars relating to governance documentation. Furthermore, the Division also created policy and charter templates that may be used as a guideline to assist policy owners with the update or compilation of policies and charters. Additionally, various system-generated reports were created to streamline policy management processes and assist with the tracking of governance documentation. The disclaimer that appears on governance documentation and UJ platforms was updated to ensure the appropriate usage of UJ policies. Frequent notifications were sent to policy owners to ensure that respective governance documentation due for review was revised in accordance with the prescribed review periods.

Access to information

A central web page exists to create awareness and assist internal and external stakeholders regarding requests related to the promotion of access to information as well as the protection of personal information. This page allows stakeholders to access relevant documentation, such as legislation, guides, manuals, and forms.

Additionally, the PAIA manual underwent its annual review. The manual was reworked in its entirety and updated in accordance with the template provided by the Information Regulator's Office. The Governance Unit also compiled a guide to assist requestors on how to submit a POPIA/PAIA request, as well as a guide for information advisors on how to process requests received. The frequently asked questions that appear on the UJ POPIA/PAIA platform were expanded to include more detailed information. The Governance Unit was actively involved in the Section 89 Assessment conducted by representatives of the Information Regulator during April 2024.

In 2024, the Unit received a total of 87 requests, encompassing both internal and external enquiries for access to various types of information. Of these, 26 were identified as valid PAIA requests. The requests were received either through the POPIA/PAIA platform or via email. The Governance Unit also assisted the Registrar with the compilation of the information for the Section 32 Report submission to the Information Regulator's Office for 2023. The submission is done retrospectively; therefore, the Section 32 Report for 2024 will be submitted during 2025.

B-BBEE certification

The Unit coordinated the B-BBEE status preparation for 2023 with the five identified pillars within UJ. The verification was conducted by an external verification agency. The verification process entailed collecting data and information relating to the elements of the UJ Annual Performance Plan. The external verification agency continued using their central platform to receive supporting documentation from the various pillars, which streamlined the data collection process. Interviews were conducted online with senior management and other personnel of the University.

A B-BBEE certificate was issued in May 2024, with a validity period of one year. The UJ B-BBEE verification process review for 2024 will be concluded during the first semester of 2025.

Nominations and elections

The Governance Unit is responsible for managing elections within the University. The Governance Unit engaged with the Human Capital Management Division, faculties and other relevant divisions to manage the relevant nomination and election processes.

The Governance Unit conducted various nominations and elections for the year, which included elections for members on selection committees, the Executive Leadership Group, representatives on statutory committees, and vice-deans. The appointment of Executive Leadership Group members involves various processes and procedures and is not exclusively dependent on the results of the election.

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

The online voting platform remains a valuable tool for conducting elections in an equitable and impartial manner. The platform is user-friendly, easily accessible, and compatible with multiple browsers, which allows



voters to cast their votes from any location. The Governance Unit also used additional online platforms to streamline internal nomination and election processes.

Senate membership and attendance

The Governance Unit facilitates and coordinates the compilation of the Senate membership list to ensure that membership complies with the Institutional Statute and Senate Charter. The heads of faculty administration and the Human Capital Management Division were consulted to verify Senate membership status regarding new appointments, promotions, retirements, and resignations. Two out of four scheduled Senate meetings were held in person during 2024 with an additional special Senate meeting held online. The Governance Unit implemented an online form to record apologies, late arrivals and early departures. The electronic attendance system, which was implemented in the previous year, as well as the online form, streamlined the process to improve the governance related to managing Senate attendance.

Management of the Commissioners of Oaths

In compliance with the applicable laws, the Governance Unit oversees the University's appointment of Commissioners of Oaths. During 2024, the total number of Commissioners of Oaths equated to 70 across the University, of whom seven were newly appointed and trained. Six employees who left the employment of UJ and had been designated as Commissioners of Oaths returned their stamps for destruction.

The Governance Unit implemented several processes to improve the governance related to the appointment of Commissioners of Oaths. In addition, the Governance Unit conducted a review of the appointed Commissioners of Oaths. The purpose of the review was to ensure that the appointed Commissioners of Oaths understood their roles and responsibilities as well as to ascertain if additional training was required.

QUALIFICATION VERIFICATION UNIT

The Qualification Verification Unit (QVU) is responsible for managing the dissemination of UJ academic documentation to former students and alumni. Academic documents supplied by the QVU include academic transcripts, confirmation letters, and academic transcript supplements. The QVU also offers services for third-party verifications. To perform these functions, the Unit uses various systems and technologies. During 2024, 3 920 academic documentation requests were processed, while 17 899 third-party verification requests were processed.

Following the finalisation of the Transcript Supplement Project in 2023, the QVU commenced with the issuing of the system-generated academic transcript supplements. This resulted in streamlining the process, which had a positive impact on turnaround times as well as provided a standardised look and feel to the documents issued.

To improve internal stakeholder interactions, QVU hosted workshops and engagement sessions with faculties. The Unit further reiterated the significance of adhering to published turnaround times to ensure service excellence. Additionally, requests from faculties for refresher and additional training sessions were also accommodated.

RECORDS MANAGEMENT UNIT

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

Several systems are used to drive business processes. UJ uses a central repository in the form of the Electronic Document and Records Management System (EDRMS) to store and manage electronic records. The Unit uses the services of external service providers to assist with off-site storage, bulk scanning, disposal of records, and the provision of consumables where required.

The RMU collaborates with the Information Communication Systems (ICS) Division to ensure that the EDRMS is used in accordance with UJ policies and procedures applicable to the management of records. The EDRMS was fully used across the University during 2024, resulting in a total of 3 560 730 documents being uploaded into the system by various stakeholders.



The Unit imported 83 092 student records to assist with the application and selection process as well as 59 914 administrative records relating to master's and doctoral students. Service providers assisted with the collection of 804 boxes containing paper records for off-site storage. Planned disposals amounted to 15 840 kg, and ad hoc disposals totalled 8 100 kg.

During 2024, the Unit continued with the Records Inventory Project. Several meetings were held with various divisions to introduce the Records Inventory Project. Stemming from these meetings, 19 divisions submitted their records inventory information for review, with seven divisions still outstanding. The RMU reviewed 12 of the submitted inventories and provided feedback to four divisions. Thereafter, the inventories of the four divisions were submitted for approval to the relevant Management Executive Committee (MEC) member. During 2025, RMU will provide feedback to the remaining eight divisions and will follow up on the outstanding inventories.

Additionally, enhancements were made to the records repository project on Perceptive Content whereby an online form was created to manage requests pertaining to off-site storage, disposals and ordering of consumables. The development and the testing of this project were finalised towards the latter part of 2024. The annual Report Repository Project was also developed and tested towards the latter part of 2024, with full implementation scheduled for the first semester of 2025.

As part of records management, the RMU also manages the recordkeeping for several types of contracts in both electronic and physical format for the University, with all contracts submitted electronically. The majority of contracts were received from non-academic environments. In total, UJ has 7 723 contracts in various life-cycle stages that are kept as vital records in the EDRMS, of which 235 are active contracts, 674 are new contracts that were processed in 2024, and 514 are contracts that have reached their expiration date. The remaining 6 300 contracts are retained as per the contract retention periods.

The entire contract management solution within Perceptive Content was reviewed in the first semester of 2024, with suggested enhancements documented for development by ICS. Owing to other commitments, ICS indicated a delay in the development of the proposed enhancements. This development was rolled over into 2025.

During 2024, an audit was conducted focusing on the supply chain management (SCM) contracts. Minor findings were reported relating to the responsibilities of contract management within RMU. These findings were addressed towards the end of 2024.

CHALLENGES AND MITIGATING STRATEGIES

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

- The policy environment continues to be affected by policy owners within specific divisions not reviewing policies within the specified review period. To mitigate this challenge, various forms of communication are used to serve as reminders to policy owners.
- Historical student data queries may affect the processing of academic documentation requests within the prescribed turnaround times for clients within the QVU. To address this issue, faculties are provided with assistance in locating historical documentation that is stored on the EDRMS.
- Non-adherence by certain faculties to turnaround times related to transcript supplement requests continued to pose a challenge. To mitigate this, workshops were conducted to identify challenges experienced and to propose solutions. Additionally, the implementation of the system-generated transcript supplement resulted in a reduction in turnaround times.
- A challenge encountered within RMU pertains to contract management, whereby not all signed contracts are submitted for uptake into Perceptive Content within the communicated periods. To mitigate this challenge, an escalation procedure was implemented to ensure that the relevant ELG member is notified regarding contract owners in their domain who have not submitted contracts for uptake into Perceptive Content.



CONCLUSION AND WAY FORWARD

The Corporate Governance Division plays a critical role within the University, providing services to both internal and external stakeholders. To maintain relevance, meet workplace expectations, and ensure business continuity, systems and processes are regularly reviewed and refined. Identified challenges have been addressed through the enhancement of business processes and the strategic utilisation of technology.

Looking ahead to 2025, the Division remains committed to fostering meaningful engagements with its stakeholders. It will continue to explore innovative approaches to enhance service delivery while optimising and strengthening internal governance procedures.



Bettine van Vuuren (Prof)
Registrar



University Secretariat

ACHIEVEMENTS

In addition to compiling agendas and writing minutes, the following key achievements were accomplished:

- High-quality agendas and minutes were distributed on time, with the employees working after hours as needed. The employees received numerous compliments and words of appreciation for their dedication and the quality of their work.
- The statutory committee charters and schedules of business were reviewed.
- The skills of University Secretariat employees were enhanced by assigning them to attend a variety of committees in 2024, including the Executive Committee of Senate and the Executive Committee of Council as well as Council, where they compiled agendas, drafted minutes, and prepared reports. This project will continue in 2025.
- An employee was mentored to develop her skills in supporting the ICT Steering Committee. This included advice on pre-meeting preparation, agenda compilation, and minute writing, as well as providing feedback on draft agendas and minutes. The COO expressed appreciation for the mentoring process, noting an improvement in the quality of agendas and minutes. This project will be expanded in 2025.
- Informal group skills development sessions were provided on agenda compilation and minute writing.
- Training was introduced for Council members on governance-related matters, offered through the Institute of Directors of South Africa.
- While it is the committee members' responsibility, the University Secretariat staff, if time permits, conducted quality checks on documents before these were submitted to the committees.



Bettine van Vuuren (Prof)

Registrar



Centre for Student Health and Wellness

OVERVIEW

2024 was a period of significant activity and progress for the Centre for Student Health and Wellness (C-SHAW). The Centre underwent some changes brought on by resignations and appointments of new employees, and in some cases, staff rotation. To enhance operational efficiency and communication, team leaders were designated on each campus.

Despite these structural adjustments, C-SHAW remained committed to its strategic objective of fostering a student-friendly learning and living environment. Essential health services, including emergency care and contraceptive provision, continued without disruption, ensuring the consistent delivery of student support. The Centre's ongoing expansion and resilience were evidenced by the establishment of new collaborations, the successful implementation of key health campaigns, and a growing interest among students in serving as peer educators.

The daily operations of the Centre were managed by primary healthcare nurse practitioners (PHCNPs), who were supported by sessional medical doctors. When necessary, students were referred to public and private healthcare facilities in the vicinity of the campus. Additionally, clinic premises are shared with the Occupational Health Practice (OHP), necessitating collaboration and resource-sharing between the two entities. Both C-SHAW and OHP operate under the Registrar's Portfolio.

The following services are available:

- Primary healthcare
- Reproductive health services (family planning)
- Health promotion
- Travel health
- HIV testing services
- Care and support
- Marketing and projects
- Peer education

PERFORMANCE AND ACHIEVEMENTS

Primary healthcare

Consultations

In 2024, a total of 21 795 consultations were conducted across four campuses, reflecting a 0,4% increase from the previous year. Female students accounted for 89% of the consultations, while male participation remained low at 2 507, highlighting the need for a men's health programme. The utilisation rate was 98% for students and 2% for female staff, primarily for contraceptive services. Gynaecological cases became more common, surpassing ear, nose, and throat infections in number. Contraceptive services (family planning) made up 40% of total consultations, supported by extended walk-in hours and a stable supply of medicines from the Department of Health (DOH).



Sessional doctors conducted 944 consultations, which account for 4,3% of all patients. Nurse clinicians referred complex cases to doctors, with some requiring hospital care. Mental health cases increased, with more students referred to doctors, particularly from the Centre for Psychological Services and Career Development (PsyCaD). There were two recorded deaths following unsuccessful resuscitation attempts by the clinicians and emergency medical intervention.

Dental cases also increased, leading to referrals to government and private clinics, with plans to collaborate further with the Department of Health. The Faculty of Health Sciences' Optometry Department extended its services by establishing a satellite clinic on the APK Campus, successfully seeing 116 patients with 28 of them receiving prescribed spectacles. A new satellite clinic on the SWC Campus is planned for 2025 to improve access and support experiential learning.

Sexual reproductive health

Family planning (FP)

Contraceptive services are provided to prevent unplanned pregnancies, with various free methods available, including oral contraceptives, injectables, subdermal implants (Implanon), and intrauterine devices (IUDs), commonly known as 'the loop'. Minimal challenges were reported in the provision of these methods; 8 905 students accessed the service, which accounted for 40% of all clients (patients) seen. This marked a 16% increase from the 7 650 students assisted in 2023. The service level agreement (SLA) with the Department of Health was renewed, demonstrating UJ's continued compliance with Department of Health requirements.

Emergency contraceptives (EC) and pregnancy testing

In 2024, 1 687 pregnancy tests were conducted, with 201 positive results. Among them, 102 individuals opted for termination and were referred for psychological support, while those continuing their pregnancies were directed to local clinics for antenatal care. The numbers opting for termination have decreased significantly from the 152 in the previous year. This is commendable, as it suggests there are more preventive measures in place, allowing students to continue with their studies uninterrupted by unplanned pregnancies.

The number of pregnancy tests also decreased by 43% in comparison to 2023, which is attributed to consistent contraceptive use and stable supply from the Department of Health. Additionally, 161 clients received emergency contraceptives, despite the efforts to continue to promote more reliable contraceptive methods. We encourage the use of long-acting reversible contraceptives (LARCs) for their convenience and at the same time continue promoting barrier methods such as condoms.

Sexually transmitted infections

C-SHAW initiated an aggressive drive in residences to address the increase in STIs in the surrounding areas. This increase was also picked up and reported by the Department of Health in Gauteng, focusing on the Johannesburg district. Treatment was provided to 1 165 students who presented with STIs in the various clinics, a slight increase from 1 152 in 2023. The Centre further identified the individual campuses contributing to the rise for targeted support. The most common type of STI remains gonorrhoea in females, which accounted for 452 cases, whereas there were 192 cases in males. This underscores the need for regular use of barrier methods among the student body, and we trust that the institution of the men's programme will assist in encouraging males to seek treatment.

Cervical cancer screening

Pap smear tests serve as an essential early detection tool for cervical cancer, but they are often unaffordable for students. While the Department of Health provides free testing for women over 30 years and those living with HIV, access has improved through a partnership with Ampath Laboratories, which offers reduced rates for cash-paying students. Additionally, the Higher Health (HH) Grant, received in 2023, has allowed students to receive free cervical cancer screenings, leading to a 183% increase in services provided, with 243 pap smears conducted. Among these, 39 students required referrals due to abnormal cell detection, categorised as follows:

- HPV Human Papilloma Virus: 19 cases
- LSIL (Low-Grade Squamous Intraepithelial Lesion): 9 cases



- CIN1 (Cervical Intraepithelial Neoplasia 1): 9 cases
- HSIL (High-Grade Squamous Intraepithelial Lesion): 2 cases

The findings are concerning, as most of the tested population consists of young women under 30. With the HH Grant cycle running from 2023 to 2025, efforts must be made to sustain free screenings long term and to secure DOH funding for continued support.

Medical emergencies

UJ has entered into a three-year contractual agreement with ER24 to provide emergency medical services to the university community. This agreement encompasses medical standby at university events and basic life support training for healthcare professionals.

During the contract period, paramedical professionals responded to 438 medical emergencies, primarily related to medical and surgical conditions. However, there has been a notable increase in cases involving psychiatric conditions or abnormal behaviour. Furthermore, 85 students declined transportation to hospital despite receiving emergency assistance, suggesting a potential misuse of the service. The University is actively exploring strategies to address this issue. The overall utilisation of emergency medical services has remained consistent with the previous two years, prompting the Centre to evaluate alternative solutions to mitigate the increasing costs associated with emergency medical care. There have been no reported challenges in terms of events medical standby, while 20 health professionals received an updated Basic Life Support (BLS) training.

HIV testing services

HIV testing service at UJ is guided by the National Strategic Plan for HIV, TB, and STIs 2023-2028 which, among others, aims to eradicate HIV infection by 2030.

Trends analysis (2022-2024)

Over the past three years, there have been fluctuations in the number of individuals tested for HIV. In 2022, a total of 8 008 people underwent HIV testing. This number saw a significant increase in 2023, with an additional 2 069 individuals being tested, bringing the total to 10 077. The increase may have been influenced by expanded awareness campaigns, improved accessibility to testing services, or targeted interventions to encourage more people to get tested. However, in 2024, the number of individuals tested for HIV declined to 9 045, a decrease of 1 032 compared to the previous year. This decline may indicate several potential causes, such as reduced outreach efforts, changes in testing patterns, decreased student engagement, or other factors, such as HIV fatigue among the community in general and the youth in particular. Despite the decrease in 2024, the overall trend across the three years reflects a commitment to HIV testing services.

Trend analysis of new HIV infections

In 2022, a total of 45 students were newly diagnosed with HIV. This number decreased to 36 in 2023 and further declined to 35 in 2024. Of the students diagnosed in 2024, 31 enrolled in care and support services. Despite the decrease in the incidence rate, this still indicates that more efforts are required to work towards an HIV-free community, in terms of the 2030 goal of eradicating HIV infections.

Care and support

All newly diagnosed students are referred to antiretroviral treatment clinics and those who join care and support are monitored for treatment adherence. In 2024, care and support services included one-on-one counselling sessions and group art therapy in partnership with Lefika la Phodiso, a non-governmental organisation. Additionally, wellness packages consisting of journals, healthy snacks, water bottles, and encouraging messages of hope aimed at supporting healthy living practices were distributed.

HIV prevention strategies

Barrier methods

Barrier methods are a key prevention strategy, and in 2024 the distribution of barrier methods was expanded to include Johannesburg Business School (JBS), UJ on Stanley, and UJ on Empire. Since 2022, there has been a substantial increase in the number of condoms distributed, from 500 000 male condoms and 20 000 female condoms in 2022, to 740 000 male condoms and 50 000 female condoms in 2024. The increases are



mainly due to the expansion of distribution to other campuses as well as the condom distribution done by the peer educators.

Pre-Exposure Prophylaxis (PrEP)

Pre-Exposure Prophylaxis (PrEP) is medicine used by HIV-negative individuals to lower their risk of HIV infection. This service is provided on behalf of DOH by non-profit organisations contracted to them. The medicines are highly effective when taken consistently and are recommended for those at high risk. In 2024, Wits Reproductive Health Institute (WRHI) recorded 999 PrEP initiations and 332 follow-ups, highlighting a significant drop in continuation. This decline is largely due to side effects, such as headaches, nausea, and gastrointestinal issues, as well as pill fatigue experienced by users. Despite these challenges, interest in PrEP remains strong. Efforts will continue to link clients to relevant facilities and organisations to support adherence. PrEP services will remain available in 2025.

Travel health consultations

Travel health services are provided to students travelling on University of Johannesburg (UJ) assignments. In 2024, the number of travel health consultations increased to 261, compared to 219 in 2023. Despite this rise, a significant gap was identified in post-travel health assessments, with only 21 students returning for follow-ups. This suggests a lack of awareness regarding the importance of post-travel evaluations.

Many students perceive travel health as a mere administrative requirement rather than a crucial health precaution. It is often overlooked unless mandatory vaccines are required. To address this issue, there is a pressing need to raise awareness among faculties and departments that frequently engage with travel health services.

To improve service accessibility and utilisation, the C-SHAW aims to:

- Upskill clinicians in travel health medicine.
- Expand travel health services across all campuses.
- Enhance awareness campaigns to emphasise the necessity of both pre- and post-travel assessments.

By implementing these strategies, UJ can ensure that students prioritise their health before and after international travel, reducing potential health risks and improving overall well-being.

Vaccinations

A total of 75 students received the Hepatitis B vaccine, while 34 students were given the Tetanus Toxoid vaccine. Additionally, 10 students received the Hepatitis A & B combination vaccine, and 24 students were vaccinated with Stamaril (Yellow Fever). The Influenza vaccine, administered in line with the annual seasonal infectious period, was provided to 500 students. Given the high demand for the influenza vaccine, efforts will be made to engage the Department of Health to secure additional doses for wider coverage.

Health promotion

The focus is on addressing the key health challenges within the UJ community, such as HIV/AIDS, infectious diseases, non-communicable diseases, mental health issues, substance abuse and risky behaviour leading to ill health. C-SHAW runs various health promotion interventions, aimed at enhancing the physical, mental, and social well-being of individuals.

Residence visits

In 2023, residence visits increased from 10 to 12, with four additional residence wellness roadshows. The residence wellness roadshows were a new health promotion strategy seeking to encourage testing for HIV and to offer PrEP. These roadshows were conducted in collaboration with the Wits Reproductive Health Institute (WRHI), Anova Health, and Translate Foundation.

Marketing and projects

A project coordination team plans projects to be implemented to support the health promotion team. The scope is wide and includes other social determinants of health, especially those impacting on vulnerable populations.



Events and campaigns

Human trafficking awareness

In collaboration with various governmental and internal partners, we launched a comprehensive awareness campaign on 21 February 2024, to combat human trafficking. The campaign highlighted the prevalence of trafficking and provided crucial information on seeking help and available resources. A key moment was the testimony from a UJ student and survivor, who shared her experience to emphasise the severity of the issue. The event saw strong participation, with 901 students in attendance.

Sexually transmitted infections (STI) prevention initiative

In response to a public warning from the Gauteng DOH about rising STI infections in student-populated areas, we intensified our efforts to promote safe sexual practices. The initiative emphasised education on the risks of unprotected sex and the importance of regular health check-ups.

Student wellness week

The campaign aimed to encourage students, particularly first-year students, to #KnowTheirNumbers and foster a culture of testing and overall health management. Students and staff had the opportunity to check their blood pressure, weight, and glucose levels, as well as to access HIV testing services and PrEP. This was possible through partnerships with governmental departments and NGOs.

Wellness expos and healthy campus drive

In partnership with the Library, UJ Sport and various internal and external stakeholders, C-SHAW held its quarterly wellness expos in support of UJ's Healthy Campus campaign. These expos featured book discussions, departmental booths, fitness demonstrations, nutritional guidance, and access to health screenings.

World Tuberculosis (TB) Day

The annual World Tuberculosis (TB) Day on 24 March aims to raise public awareness around the devastating health, social and economic consequences of TB, and to step up efforts to end the global TB epidemic. The theme 'YES! We Can End TB' placed attention on the urgency of acting. The University commemorated it on this day in line with the academic calendar.

Substance abuse prevention drive

As part of our dedication to student wellness, we launched a comprehensive substance abuse prevention programme, called 'Be a book addict and not a drug addict, Break free'.

Book discussion with Nozibele Mayaba

In partnership with the UJ Library, we hosted author and HIV activist, Nozibele Mayaba. Her book, *Positively Me – Daring to live and love beyond HIV*, told with gut-wrenching honesty Nozibele's most vulnerable and brave account about what it means to live and love beyond HIV.

DOH Blitz (September 2024)

The awareness event was held under the theme 'Taking Charge of My Health' and aimed to enhance the health and well-being of young people. The campaign focused on equipping students with the skills and mindset to address health-related challenges and make informed decisions. Key objectives included increasing HIV testing uptake, promoting biomedical HIV prevention methods (PrEP and PEP), improving access to sexual and reproductive health services (such as contraception), reducing STI incidence through condom use, and raising awareness about the dangers of illegal pregnancy terminations.

Gender-based violence (GBV) and wellness bootcamps

In partnership with the Networking HIV and AIDS Community of Southern Africa (NACOSA), Student Affairs and Community Engagement, we hosted the first of a series of GBV bootcamps at Sophiatown Residence. The function was well attended, with more male students appreciating the engagement. This will be continued in collaboration with other stakeholders, subject to funding approval.



Cancer Awareness Month

The event was held at the APK Student Centre. The annual Cancer Awareness Month educates and engages university students on the importance of cancer prevention, early detection, and treatment.

Mental health podcast

Experts, from both within UJ and external, contributed greatly to this important conversation, which was in its second year. The podcast aimed to explore the challenges students face, the role of resilience in overcoming these difficulties, and effective strategies for supporting students in crisis. The podcast was shared with the global platform of the Universitas 21 Mental Health Group.

HOLD screening event

C-SHAW, in collaboration with various organisations, screened the HOLD film on 16 May 2024, to commemorate the International Day Against Homophobia, Biphobia, and Transphobia, observed on 17 May. The event aimed to promote a safe environment for marginalised communities, reduce stigma, and enhance social inclusion. A total of 320 individuals participated in the event, comprising staff members, students, and external guests.

The UJ Rainbow Affair

This groundbreaking event organised in collaboration with the Transformation Unit and various external partners took place on the APK lawns on 2 August 2024. The initiative was dedicated to cultivating an inclusive environment for all students and staff, irrespective of their sexual orientation or identity.

Peer education

Recruitment

In 2023, there were 54 returning peer educators and 200 new recruits. In 2024, 64 senior peer educators returned, and there was a significant increase in the 1 256 recruits. However, as always, this high number dwindled as the academic programme demanded more from students. Nevertheless, by the third quarter of 2024, 132 peer educators were actively participating in the programme, with APK having a higher number of active peer educators compared to other campuses.

The 2024 Peer Education 'Meet and Greet' was organised at Shumba Valley to help new peer educators learn about their roles and connect with C-SHAW staff and senior peers. However, attendance was lower compared to previous years due to the venue's distance, tests, and last-minute cancellations. To improve future attendance, it is suggested that more opportunities be explored for senior students to participate, as with past events.

Peer education mentorship programme

We implemented a mentorship approach to monitor student roles and maintain peer educator enrolment. Given the increase in student interest in 2024, the number of mentors and mentees increased, leading to greater participation of active mentors in all C-SHAW events and campaigns.

Peer education executive training

This is a team of senior peer educators who have been with the programme for more than one year. The peer education executive training was held on 5 April 2024. Topics included team building, teamwork, conflict resolution, and communication. Soft skills training focused on interpersonal skills, effective communication, active listening, time management, problem-solving, leadership, and empathy. Each executive member was made aware of their essential role in fostering long-term relationships with their campus peer educators.

Peer education first aid training

The first aid training for peer educators continued in 2024, with 58 students successfully receiving their Level 1 certificate of competence. This should be renewed biannually. Participants learned CPR and how to treat minor injuries, burns, fractures, and poisonings. They also learned to recognise medical emergency symptoms, to allow them to assist individuals until they recover, or emergency services arrive. This is the third year that 60 students had been trained successfully.



Empowerment hike

The hiking event is in its third year and is aimed at promoting the health benefits that nature offers. This empowerment hike serves as a therapeutic opportunity, fostering a sense of empowerment and camaraderie among peer educators. As part of this initiative, an informative session on human trafficking was organised in collaboration with the Department of Social Development.

IPV and SOGIESC training

The intimate partner violence (IPV) and sexual orientation, gender identity, and sex characteristics (SOGIESC) training took place at the DFC training house in collaboration with Gay and Lesbian Memory in Action Archive. The training focused on critical issues related to intimate partner violence, sexual orientation, gender identity, and sex characteristics. It provided a comprehensive overview of diverse sexual identities and gender affirmation processes, emphasised the significance of understanding pronouns, and explored the legal challenges faced by transgender individuals, which continue to create significant obstacles.

Peer education awards

In total, 98 students received certificates of recognition for the excellent work done over the year. Three awards for outstanding performance were given to the students who outperformed others in their assigned projects. Proposals have been put forward to revamp the awards to add variety and include more elements to acknowledge excellence.

Staff development, training and conferences

All PHCNPs received Basic Life Support (BLS) training, conducted by ER24, equipping them with essential life-saving skills. All staff members participated in stem cell transplant training facilitated by DKMS, focusing on the eradication of blood cancers. To further strengthen inclusive healthcare services, clinical staff attended a sexual and reproductive health (SRH) training session conducted by Dr Dulcy Rakumakoe from Quadcare, which specifically addressed healthcare needs within the LGBTQI+ community.

Two PHCNPs attended the 8th South African TB Conference, gaining insights into the latest advancements in tuberculosis prevention and treatment. Five PHCNPs participated in the South African Association of Campus Health Services (SAACHS) Conference, which focused on student-related health challenges and involved members from public university campus clinics across South Africa. Furthermore, two PHCNPs attended the 4th Annual South African Nursing Conference, enhancing their expertise in the field of nursing.

All staff members attended performance management training, provided by the Human Capital Management Division. Additionally, one PHCNP completed her Dispensing of Medicine Certification. Specialised training was also undertaken to improve healthcare service delivery. Rapid Test Continuous Quality Improvement (RTCQI) training was provided to HIV testing counsellors, ensuring adherence to high standards in HIV testing procedures. PHCNPs also received training in Nurse-Initiated Management of Antiretroviral Therapy (NIMART), facilitated by the Department of Health, equipping them with the skills necessary for effective HIV/AIDS management.

Further professional development opportunities included participation in the travel health masterclass webinar, conducted by the Pan-African Travel Medicine Society, which broadened PHCNPs' knowledge in travel medicine and related healthcare challenges. Additionally, the training offered by Sports Medicine Africa covered emergency medical care and addressed the mental health challenges faced by university youth, ensuring a holistic approach to student wellness. Additionally, the Director attended the U21 Health Sciences Group in Amsterdam, specifically participating in the Mental Health Group (MHG). Lessons learned will be applied to improve access to mental health services. The strategy is to include PsyCaD in the MHG to ease collaboration and implementation.

CONCLUSION AND WAY FORWARD

C-SHAW is committed to advancing its mission by enhancing collaboration with key stakeholders, expanding healthcare access, and promoting professional development. A key objective is to strengthen partnerships with the Department of Health to improve access to essential SRHs, including Pap smear tests.



The Centre will seek to reinforce support for students and staff regarding emergency medical care, ensuring that basic first aid and CPR are accessible to all. This has become essential due to the large volume of students and staff, in view of the limited resources available.

Mental health is a growing concern among students, necessitating a robust support system. Strengthening partnerships with PsyCaD and the Department of Health will foster greater mental health awareness, counselling services, and crisis intervention strategies. The approval of a psychiatrist position will be an added advantage.

Establishing a thriving men's health programme will improve access to reproductive health and preventative care needs for male students. Commitment to the ongoing professional development of all staff will include regular refresher courses and clinical meetings. By implementing these strategic initiatives, the Centre aims to create a more inclusive and comprehensive healthcare framework that effectively meets the needs of the student community.

Bettine van Vuuren

Bettine van Vuuren (Prof)

Registrar



Occupational Health Practice

BACKGROUND

The UJ Occupational Health Practice (OHP) is a well-established department operating from the campus health clinics on four of the UJ campuses (APB, APK, DFC, SWC). The OHP operates with a contracted occupational medical practitioner (OMP), who visits each campus once a month. In addition, the OMP assesses incapacity cases. Four permanent occupational health nurse practitioners (OHNP) and one locum OHNP also service the clinics. A manager oversees the OHP and is supported by one permanent administrative officer and two student assistants.

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

Approach

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

Clientele

UJ employees are the primary clientele. However, contractors, students and visitors are included when they are exposed to occupational health hazards. A consistently high client satisfaction rate exceeding 95% and positive narrative feedback were received for the year.

OHP PERFORMANCE SUMMARY

Health Risk Assessment (HRA)

The purpose of HRAs is to identify risks in the work environment and mitigate these to ensure the optimal health of the UJ community. Hygiene surveys were done by private companies contracted by the OHP. The purpose was to measure quantifiable risks, such as noise, ventilation and microbes present on surfaces and in the air.

The assessment target for 2024 was 326 on the four campuses, including outsourced surveys, food safety and UJ outliers (UJ sites that are not inside the campuses). The target was exceeded due to new emerging risks. By the end of 2024, a total of 356 assessments had been concluded.



Hygiene surveys conducted in 2024

The Indoor Air Quality Survey was conducted at JBS Park Second floor, SWC Laboratories, UJ on Stanley Building, APK Chemical Science Offices and Laboratories, and Civil Engineering. Recommendations included repairing or reinstalling the ventilation system and intensifying cleaning and housekeeping practices to ensure a microbial-free environment, as well as maintaining recommended temperatures in the offices to protect employees from the heat and cold.

Hygiene surveys were conducted at the Faculty of Art, Design and Architecture (FADA) Paper Mill, APK Campus Health Clinic and Occupational Health Practice. The purpose was to establish compliance with the requirements of the regulations of the OHS Act (85 of 1993), which relate to lighting, ventilation, laboratory fume cupboards and hazardous chemical agents, and to make recommendations where any non-conformances were identified. Reports with recommendations for implementation will be distributed to the faculties, Facilities Management and the Occupational Safety Department.

Food safety audits

The Cleaning, Maintenance and Microbiological Food Safety Audits are done once per quarter by a contracted food audit company. The surveys focus on the UJ Student Centre and other food outlets. Food safety, cleaning and maintenance contributed 80% to the overall score. The microbiological analysis score of food, hands, and surface contributed 20% to the overall score. The set standard for UJ food safety is 90% on the above audited components and a minimum international criterion of 85%.

Four unannounced quarterly audits were concluded in the middle of November 2024 with the following results:

- The overall Annual Food Safety Audit score was 80%. A performance improvement is noted compared to the 2023 annual score of 68%.
- The 2024 Annual Food Safety score was 74%, whereas for 2023 it was 61%. While this indicates an improvement of 13%, the score is still lower than the acceptable UJ score and the minimum international standard.
- The Annual Cleaning and Maintenance score was 84%. For 2023, the annual score was 74%. This 10% increase is noted, although the international best-practices score was still missed by one per cent.
- The annual microbial analysis overall score was 94%, compared with 73% in 2023. This substantial improvement is now above the minimum UJ Food Safety set standard of 90% by 4% and above the minimum international criterion of 85% by 9%.

Tenants are encouraged to comply through the introduction of Performance Acknowledgment Certificates as follows: Silver for 85% to 89%, Gold for 90% and above. These percentages apply to food safety, cleaning and maintenance as well as micro analysis. For 2024, 57 tenants received certificates of achievement, of which 29 were gold and 28 were silver. Warnings and disciplinary actions for noncompliance are implemented by Property Management with support from OHP.

Health risk assessments conducted by the OHP team

The UJ qualitative Occupational Health Risk Profile was updated to reflect the 2024 status, based on all health risk assessments conducted on all campuses. In total, 185 areas were assessed, risks were identified and ratings of high, moderate, or low risk were allocated. The campus presenting the most risks overall was APK at 14, followed by APB and DFC at 11, SWC at 5 and the outliers at 9.

■ 9 HIGH risk areas

HIGH risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and occupational-related ill health. The campus with the highest number of high risks was APK with 4, followed by DFC with 3. APB, SWC and outliers had 1 each.

■ 35 MODERATE risk areas

Moderate risks consisted of incorrect use of PPE (Personal Protective Equipment), for example, with chemical exposure risk and exposure to biological agents, and poor electrical maintenance. The campuses with the highest number of moderate risks were DFC and APK with 10 each, followed by APB with 7, SWC with 5, and the outliers with 3 areas.



Medical surveillance

The OHP monitors employees exposed to risk due to their occupation, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA). The target for these assessments is based on the number of employees within the University and the matrix developed by the OMP. For UJ to comply with the OHSA, a total of 900 medical examinations were due in 2024, with this high target only feasible through the appointment of a locum OHNP. For 2024, 979 medical assessments were carried out across the four campuses.

Resilience programme

The programme offers ongoing assessment and support to the Executive Leadership Group (ELG), the PAs of the ELG and HFAs. An invitation is sent out to identified members; should they accept the invitation, appointments are scheduled with OHNPs on their respective campuses, and feedback is given through the OMP or visits to personal doctors. For 2024, 50 members participated, an increase as compared to 2023 where 23 members participated.

Radiation

The radiation exposure of staff and students in laboratories is measured using a dosimeter, which the Radiation Protection Service monitors. The evaluations of dosimeters are done monthly. For 2024, all exposure levels have been within the normal acceptable ranges.

Incapacity Cases Management Programme

Employees are referred to the OHP by Human Capital Management (HCM) and other affected departments. The reasons for referrals include ill health, poor job performance and absenteeism. The OMP is allocated six hours per month for incapacity assessments. By the end of 2024, the OHP had had 28 ongoing active incapacity cases. Since the inception of the clinic, 52 cases have been closed.

Chronic Disease Management Programme (CDMP)

The programme was established after the OHP had noted that employees, primarily in the Protection Services and Auxiliary Department, were regularly absent from work, as they would go to the local clinics to collect their chronic medication even though they had medical insurance. As most of our incapacity cases were related to uncontrolled chronic conditions, it is hoped that the CDMP will reduce the incapacity claims and cases.

Our OMP visits each clinic for three hours monthly to see employees on chronic treatment, with employees charged from their medical aid. The CDMP has consulted and registered 81 employees across all four campuses in this programme.

Travel medicine

A total of 236 travel health risk assessments were conducted for employees undertaking official international and national trips, an increase of 75 consultations compared to 2023. Pre- and post-travel assessments were done at the OHP, and travel bags and vaccinations according to the destination area were given, following assessment of destination countries for travellers.

Contact sessions

A total of 7 947 client-contact sessions involved occupational health interventions and other consultations. These included 979 baseline and periodic medical assessments, 932 vision screenings, 513 lung function tests, 832 audiometric tests, 361 blood tests, and 236 travel medicine visits.

Event medical risk assessment and resourcing

OHP managed 289 events across all four campuses, including graduation ceremonies. This was a further increase against the 240 events managed in 2023 and 199 events managed in 2022.

The OHP management includes coordination with ER24 to ensure the required onsite presence of ER24 staff, as well as ER24 notification. No incidents were reported to OHP.

OHP campaigns

All campaigns conducted through OHP are aimed at preventative measures, creating health awareness, early detection of diseases or illnesses, and keeping employees at work. Our campaigns are in line with the Health Observances Calendar. The following campaigns took place:



- Influenza
- Hearing tests for office employees
- PSA screening tests
- Cervical Cancer Awareness (Pap smear)
- Breast Cancer Awareness Campaign (mammogram)
- Wellness Day
- Healthy Campus campaigns.

A total of 1 559 employees participated in the campaigns. All abnormal test results were referred for further management.

Medical response to disaster and ER24 rollout

The ER24 Emergency Medical Care is contracted by UJ to respond to emergencies or disasters. Medical standby for cultural and academic events is also covered under this contract. The Protection Services control room and the campus health clinics are the first contacts when an ER24 ambulance is required. Employees on medical insurance are charged for ambulance services for medical conditions, and injuries on duty are charged through Compensation for Occupational Injuries and Diseases (COID).

OHP CONTRIBUTION TO UJ STRATEGIC PLAN 2035

Strategic Area 3 – Purposeful Collaborative: Ensuring the safety, security, health and well-being of our students and staff, by conducting risk-based medical surveillance, planning and arranging health risk assessments and occupational hygiene surveys and conducting preventative health campaigns.

CONCLUSION AND WAY FORWARD

The increase in the number of incapacity assessments was also noted and a plan to execute the requests has been implemented. All 2024 plans have been completed and exceeded.

Objectives and targets for the period 2025-2026

- Conducting 360 health risk assessments, including outsourced surveys and UJ outliers.
- Conducting 960 medical surveillances on all four campuses, including executive medical assessments.
- Continuing with health campaigns according to the Health Observances Calendar.
- Participating in healthy campus campaigns, and supporting the Seven Pillars of a Healthy Campus, which will ensure UJ remains certified as a healthy campus by the International University Sports Federation.
- Ensuring surveillance of and preparation for global/local emerging communicable diseases, such as foot and mouth disease, monkeypox disease, Coronavirus-related disease, influenza, malaria, Ebola virus disease and typhoid.
- Trendsetting in OHP governance at a higher education institution.
- Implementing Phase 1 of an electronic health record system.
- Conducting evidence-based practice, research and epidemiological studies.
- Implementing OHP compliance per audits using SASOHN audit standards.

Bettine van Vuuren

Bettine van Vuuren (Prof)
Registrar



Office of the General Counsel

The Office of the General Counsel (OGC) consists of a core team of high-performing legal professionals. All the professional members are admitted attorneys under the Legal Practice Act 28 of 2014. Dries Pretorius, who took over the reins on 1 July 2021, is the current General Counsel.

The team is dedicated to providing high-quality legal support and ensuring that all university activities are compliant with the highest legal standards. The OGC prides itself on its ability to handle complex legal matters with precision and efficiency, offering clients peace of mind and expert guidance.

GENERAL ACTIVITIES

The OGC is a trusted partner of UJ's governance and management structures, its office-bearers, and employees, whom the OGC views as its clients in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values.

The OGC assists its clients in conducting the University's business, insofar as this involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements but also problem solvers committed to assisting by resolving issues in a practical, timely and efficient manner and advising on proactive measures to mitigate risks.

The main subject matters to which the OGC attended to in 2024 are:

- Contract development
- Dispute resolution
- Corporate commercial legal advice
- General legal advice
- Risk mitigation
- Legal compliance
- Strategic projects
- Reputation management
- Policy development

The OGC assists all faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises on legal dimensions in dealings with third parties and obtains and provides legal opinions regarding complex legal issues.

Some of the high-impact projects that the OGC has focused on in 2024 are the following:

- Delegation of Authority (Contracts and Dispute Resolution)
- Contract Development Policy and Operating Procedure
- Contract templates
- Litigation Learnings Policy
- Plagiarism Policy



- OGC awareness and strategic relationships
- OGC support and strategic function
- Review of the Privately Owned Student Accommodation (POSA) Policy and Accreditation
- Launch and implementation of the OGC Automated System – the OGC Legal Corridor

LEGAL COMPLIANCE AND STRATEGIC PROJECTS

The OGC has continued to assist all faculties and divisions with their legal challenges with a focus on providing impactful changes. This has seen several strategic projects aimed at enhancing the efficiency and effectiveness of legal services. The numerous strategic projects launched since 2022 have continued to evolve, leading to efficiency, proactiveness in risk mitigation and ongoing high-quality legal services.

Dispute resolution

The Litigation Department has handled an increasing volume of disputes and legal matters, reflecting the growing litigious nature of society. In 2024, the Department managed over 164 cases, which included but were not limited to:

- 26 major litigation matters
- 19 minor litigation matters
- 119 general adversarial matters

The proactive approach adopted by the Litigation team has resulted in many disputes being settled through negotiation and practical commercial solutions, significantly mitigating risks for the University. In addition to the proactive methodology adopted, the OGC also finalised the formal Dispute and Litigation Learnings Process Policy. The aim of the process in terms of this new Policy on Dispute and Litigation Learnings is to investigate the root cause of litigation/disputes. Based on insights obtained from this process, practical recommendations can be made in respect of any possible preventative steps that might be taken to prevent similar litigation/disputes in future.

General legal matters

The OGC has been actively managing a wide range of legal matters to support the University's faculties and divisions. In 2024, the OGC handled 134 general legal matters of various complexities. The proactive approach of the OGC in resolving disputes, often through negotiation and practical commercial solutions, has significantly mitigated risks for the University.

Contract development

The Contract Department continues to receive instructions from a wide range of stakeholders. In 2024, the remaining contracts brought over from 2023 were approximately 460 matters. The OGC received approximately 1 000 new instructions during 2024 and finalised approximately 1 050 of the total instructions.

The ongoing template project aims to standardise contract approaches across the University, ensuring terms and conditions are aligned with best practices and legislative updates. This initiative empowers stakeholders to use predrafted templates, promoting efficiency and reducing risk.

Corporate commercial

In 2024, the OGC undertook several key corporate commercial activities aimed at enhancing the overall legal and strategic framework of the University. The OGC's proactive approach in managing litigation and disputes played a significant role in mitigating risks for the University. The strategy of settling disputes through negotiation and practical commercial solutions proved effective.

The OGC's efforts in corporate commercial activities were further highlighted in organising the Inaugural Combatting Corruption Summit 2024 and the Legal Practitioners Forum. Both events underscored the OGC's commitment to fostering a transparent, ethical, and innovative environment at the University through collaborative efforts and professional development.

Combatting Corruption Summit 2024

The inaugural Combatting Corruption Summit 2024, organised by the OGC, was a resounding success. The Summit brought together leading legal experts, policymakers, and academic professionals to discuss and



strategise on effective measures to combat corruption within educational institutions. Through a series of engaging panels, workshops, and keynote addresses, participants were able to share valuable insights and innovative approaches. The OGC's leadership in hosting this high-impact event underlined its commitment to fostering a transparent and ethical environment at the University. The Summit also laid the groundwork for future collaborative efforts and set a precedent for continued vigilance against corrupt practices.

Legal Practitioners Forum

The Legal Practitioners Forum, also hosted by the OGC, further showcased the Department's dedication to fostering professional development and collaboration within the legal community. This annual event provided a platform for legal professionals to exchange knowledge, best practices, and innovative solutions to common challenges. Attendees benefited from a series of expert-led discussions, interactive workshops, and networking opportunities, which collectively contributed to a more cohesive and informed legal practice both within and beyond the University. The success of the Forum underscored the OGC's commitment to continual learning and its pivotal role in supporting the University's legal and strategic objectives.

FORWARD LOOKING TO 2025

The OGC is committed to embracing innovation and addressing emerging issues early on. Some of the exciting legal activities taking place in 2025 include:

- The template project: The ongoing template project continues to standardise contract approaches across the University, aligning terms and conditions with best practices and legislative updates. This initiative empowers stakeholders to use predrafted templates, promoting efficiency and reducing risk.
- Combatting Corruption Summit: Building on the success of the 2024 Summit, the OGC plans to host another high-impact event. The Summit will bring together legal experts, policymakers, and academic professionals to discuss and strategise effective measures to combat corruption within educational institutions.

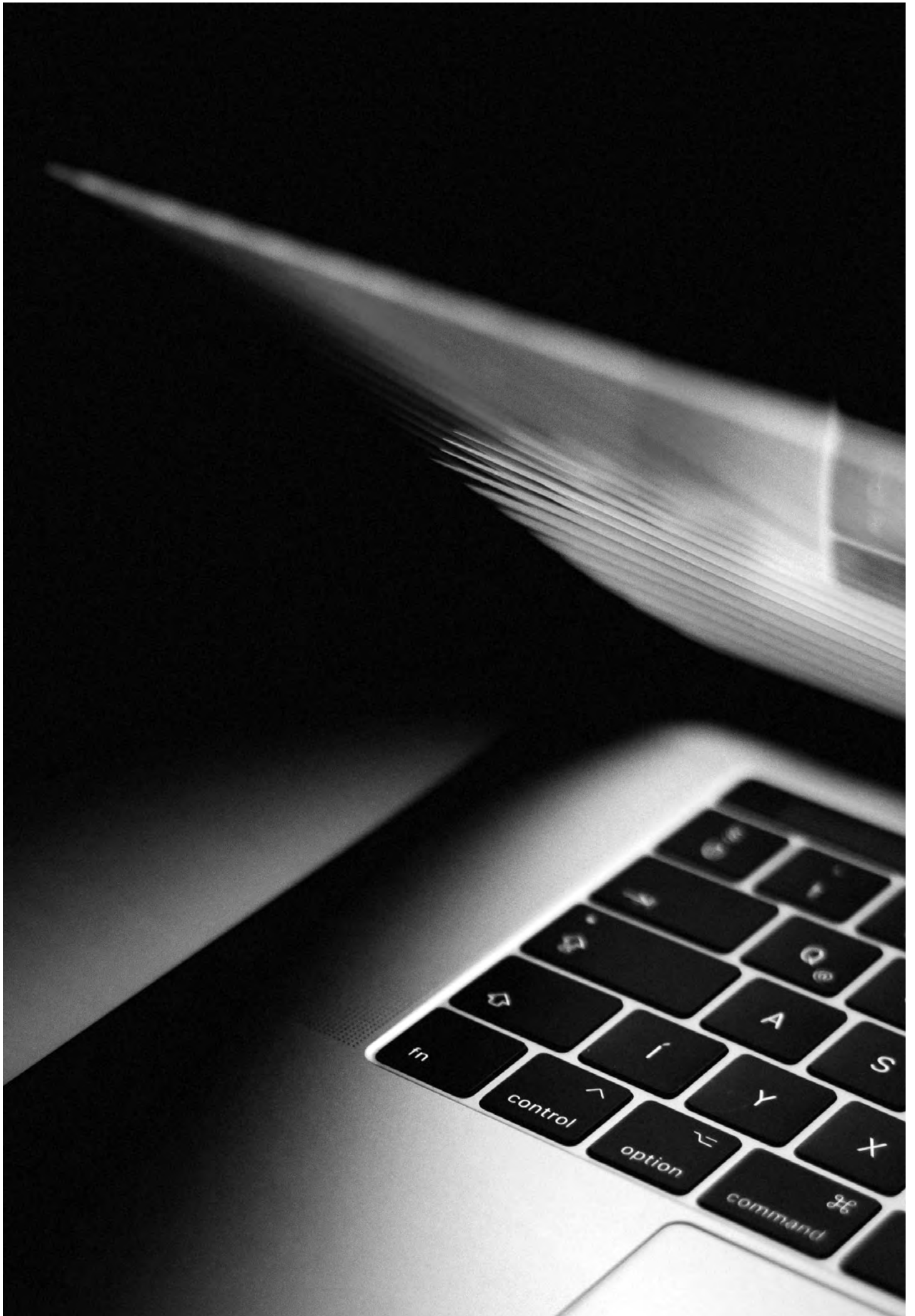
Through its various initiatives, the OGC will emphasise its essential role in maintaining the University's legal compliance and supporting its strategic growth. The proactive methodologies and collaborative efforts demonstrated in these activities will ensure that the University remains at the forefront of legal and ethical standards.

Dries Pretorius

Dries Pretorius (Mr)

General Counsel





Information Communication Systems

OVERVIEW

The Information Communication Systems (ICS) Division of the University of Johannesburg (UJ) achieved significant milestones in 2024, reflecting its commitment to innovation, operational excellence, and digital transformation. Guided by the UJ ICT 2024–2029 Strategy and Security Strategy, ICS has positioned itself as a critical enabler of the University’s academic and administrative goals, aligning its efforts with the UJ Strategic Plan 2035.

SIGNIFICANT ACCOMPLISHMENTS IN 2024

Infrastructure upgrades

- Completed comprehensive Wi-Fi upgrades across student residences and four campuses, increasing fibre capacity tenfold from 1 Gbps to 10 Gbps and ensuring uninterrupted connectivity through direct fibre connections with backup power solutions.
- Enhanced audio-visual infrastructure in teaching venues, introducing hybrid learning capabilities through the integration of unified communication (UC) technologies and remote management tools.
- Re-cabled UJ’s network infrastructure, replacing outdated copper cabling and optimising fibre installations across multiple campuses to improve connectivity stability and performance.

Data-driven solutions

- Advanced the implementation of Business Intelligence, enabling self-service analytics and deploying dashboards for critical modules. The project has empowered users to create interactive reports, fostering a data-informed culture within the University.
- Enhanced data synchronisation, improving efficiency in timetabling and academic scheduling.
- Introduced an automated process to rectify NULL matric endorsements, reducing incorrect rejections of applications.

Cybersecurity strengthening

- Conducted vulnerability assessments and penetration testing to evaluate and enhance the security of UJ’s IT environment, complemented by annual incident response drills, such as ransomware simulations and phishing exercises.
- Transitioned to a more scalable and cost-effective security information and event management (SIEM) solution, addressing scalability challenges while significantly improving real-time log processing, reducing costs, and enhancing threat detection capabilities.
- Implemented Mobile Application Management (MAM) and Mobile Device Management (MDM) initiatives to enhance security for mobile device usage across the University ecosystem.
- Conducted an internal cybersecurity compliance assessment in preparation for the 2025 Cybercrimes Act compliance monitoring initiative.



Skills development

- Successfully graduated participants of the Earn Your Wings programme, equipping employees with industry-recognised certifications and hands-on IT experience.
- Participated targeted leadership development initiatives, including the UJ Women in Leadership programme, fostering diversity and building a pipeline of capable leaders.
- Expanded training programmes by integrating LinkedIn Learning certifications into employee performance contracts and providing study concessions for UJ-endorsed degree programmes.

HIGH-PRIORITY SUGGESTIONS FOR IMPROVEMENT

IT staffing and capacity

Address resource constraints by aligning workforce capabilities with strategic priorities to reduce dependency on daily operations and enable greater focus on innovation and long-term initiatives.

Data governance

- Implement a structured data governance framework to improve data quality, consistency and accessibility, supporting both academic research and operational decision making.
- Enhance the use of automation to optimise resources, minimise inefficiencies, and improve service reliability.

Service desk efficiency

- Streamline service desk processes and enhance communication channels to ensure timely resolution of service requests and improve stakeholder satisfaction.
- Expand self-service capabilities to reduce reliance on the service desk and enhance efficiency.

Risk management and cybersecurity

- Expand cybersecurity training programmes and adopt advanced technologies, such as AI-driven threat detection, to stay ahead of evolving threats.
- Strengthen knowledge management practices to reduce dependency on key individuals and prevent single points of failure.
- Increase focus on Privileged Access Management (PAM) to enforce security protocols for critical systems and sensitive data.
- Enhance infrastructure resilience by investing in redundant network infrastructure and expanding cloud storage solutions.

Stakeholder engagement

- Foster stronger collaboration with academic and administrative units to better understand evolving technology needs and ensure alignment with institutional objectives.
- Drive strategic IT enablement by positioning architecture as the key enabler of UJ's IT strategy, ensuring aligned, efficient, and future-ready technology services.

CONCLUSION

ICS continues to play a pivotal role in advancing digital innovation and operational excellence at the University of Johannesburg. Through strategic infrastructure enhancements, strengthened cybersecurity measures and a commitment to data-driven decision making, ICS is reinforcing its position as a trusted ICT partner.

In 2024, ICS aligned its efforts with the evolving needs of the sector, addressing key challenges, such as resource constraints, legacy systems and digital equity. Its initiatives have supported hybrid learning models, enhanced accessibility, and improved service delivery, ensuring technology remains an enabler of academic and administrative success.

Looking ahead, ICS is focused on expanding inclusive digital access through AI-driven staff and student support systems and intelligent automation, particularly in blended learning environments. By prioritising accessibility for all students, including those with disabilities, and fostering a culture of continuous learning,

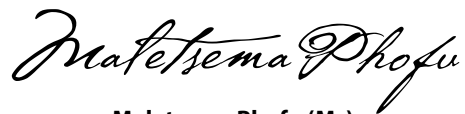


ICS is committed to shaping a technology-driven, student-centred university experience. With a clear vision and strategic alignment to institutional goals, ICS remains dedicated to driving impactful innovation that empowers students, staff, and the broader academic community.



Khathu Sibanda (Ms)

Chief Information Officer



Maletsema Phofu (Ms)

Chief Information Officer



Facilities Management

OVERVIEW

The Facilities Management Division is a non-academic support division that offers services to faculties, academic support departments, students, staff and other stakeholders. It is tasked with maintaining all academic and support facilities as functional, accessible, prepared and safe. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens, and the extension and upgrading of infrastructure in accordance with clients' needs.

The Division's work is evident in well-kept gardens, buildings and facilities, helpful and prompt attention at all service points and open communication. The Division also focuses on minimising harmful impact on the institutional environment through managing the carbon footprint, providing and reducing energy and water wastage, migrating to smart systems, and overall fostering a culture of responsible stewardship. Facilities Management also aims to provide world-class infrastructure and systems and ensure all its operations are underpinned by principles of good governance.

The Facilities Management Division is divided into the following support departments:

- Campus Management
- Central Technical Services (CTS)
- Property Management
- Occupational Safety
- Logistics Management
- Sustainability, Environment and Utilities (SEU)
- Maintenance Management

OCCUPATIONAL SAFETY

At UJ, the Occupational Safety Department is managed through the Facilities Management but works in close partnership with the Occupational Health Practice, which reports to the Registrar. The full Occupational Safety report is found in Section Eight of this report, together with that from Occupational Health.

STAFF

The Division has a total staff complement of 1 003 staff, 60% of whom are female. Most of the team (99%) in Facilities Management are permanent staff. The 20-39-year age profile comprises 25% of the entire group compared to the 50-65-year age profile, which comprises 41%. Hence recruiting in the 20-39 age group remains a priority.

All Facilities Management departments have the joint aim of promoting UJ as an academic institution of choice for students and staff, by rendering services to support and promote the core business of the University, in whatever form possible, and within the means of the staff and resources available to this Division. The overarching goal of this expansive support is to enable the overall drive for excellence at UJ.



SIGNIFICANT RISKS AND RISK MITIGATION

Risk is understood to be dynamic in nature. All Facilities Management related risks are thus proactively managed, monitored and updated on the Operations Risk Register. The risks of water supply and electricity disruptions that were addressed are listed below. An emerging water risk was identified early in 2024 when an announcement was made that the Lesotho Highlands would be decommissioned for maintenance between October 2024 and March 2025. The Lesotho Highlands project supplies 60% of the water supply to the Vaal Dam. This risk, however, was eliminated by abundant rainfall in November and December 2024.

The University, and the entire Gauteng province, however, were not immune to water cuts. Problems with Rand Water's purification of water and the city's management of water infrastructure and reservoir management led to several serious water crises in Gauteng, and in particular on the APK and APB Campuses throughout the year.

Water

To improve water resilience, the following mitigations were initiated.

- **48-hour water back up supply**
 - APK was the most severely affected campus because of the failure of the Hurst Hill Water reservoir to provide constant, sustainable water supply. The mitigation was to build up additional capacity by means of a water storage tank to accumulate adequate reserves for up to 48 hours without municipal supply. Construction started in 2024 with completion anticipated early in 2025.
 - Construction of APB, SWC and DFC water storage tanks has been planned for 2025.
- **Grey water recycling**
 - The aim of a grey water recycling plant is to treat grey water and use it for flushing water. On APB, a grey water recycling project was initiated at Ndlovukazi and Horizon student residences. The plant, once completed, will produce 68 kilolitres per day on a campus that consumes approximately 250 kilolitres per day. This would result in a 27% consumption reduction in those two residences.
 - All technical specifications were also developed to expand the grey water treatment projects to other high-rise residences, where the system is most efficient, on APK and DFC in 2025.
 - Water saving and harvesting in the form of water consumption reducing push taps will be implemented across UJ ablutions. In addition, rainwater harvesting will be piloted at UJ on Stanley and also rolled out to other parts of the University.
- **Water supply**
 - The University also invested in two additional water trucks, increasing the fleet to five, to reduce reliance on externally procured water during water outages. This initiative resulted in a 50% cost-saving reduction on sourcing water, compared to the previous year.

Electricity

The following initiatives have been put in place to improve electricity resilience.

- Frequent cable theft that causes long electricity interruptions at the Soweto Campus operations will be addressed via the installation of two 1.5MVA diesel generators scheduled for switch-on in June 2025.
- By the end of the year, the feasibility study had been completed for a gas generator on APB Campus, including the power grid stability analysis. Once complete, the electricity supply on the campus will be provided entirely by a gas-powered electricity plant.

STRATEGIC FOCUS AND TARGETS ACHIEVED

The implementation of sustainability projects continues in collaboration with project engineers from UJ who have formed a strategic utility projects team and are working on a five-year implementation plan that would reduce UJ carbon emissions by 75% and overall utility costs by more than 35%.

The 2023 UJ Energy Plan, submitted to DHET, had been updated and the annual updated version was provided to DHET for their records. The plan includes all projects and measures implemented by UJ to mitigate power interruptions and reduce carbon emissions.



UJ continued with the programme of incrementally growing its PV power generation. At the end of 2024, UJ reached the 2.25MWp solar PV generation milestone. Further plants, which will bring UJ solar PV power production to 4MWp by the end of 2025, have been tendered. A contractor was appointed in 2024 for the full supplemental power supply solution for the Soweto Campus to address the much higher rate of power interruption on SWC.

In spite of load shedding, electricity disruptions by City Power, and extensive water cuts, no time for academic activity was lost due to the mitigations that were put in place by Facility Management; at the same time, expenditure was greatly reduced.

New properties

UJ on Stanley, formerly known as the Atrium Building, was transferred to UJ at the end of 2023. After having been repurposed, the building is now occupied mainly by the support departments: ICS, HCM, Finance and some postdoctoral research fellows (PDRFs). The spaces vacated by ICS and Finance at UJ on Empire were allocated to UJTV, more PDRFs and the Qatari Peace Research group, keeping occupancy of that building above 95%.

CAMPUS MANAGEMENT

The Campuses Department is responsible for providing faculties and other support divisions within the institution with the clean and well-maintained facilities needed for their academic, research and other related/support functions, to ensure that they can perform their work without interruption. In addition, the Department looks after the sports fields for the UJ teams to fulfil their mandates. It is also tasked with maintaining grounds and gardens and managing the property and UJ Island.

Auxiliary services, sport fields and garden and grounds

Training of the cleaning staff on various aspects of their work, such as the use of cleaning chemicals and of high-tech machines, took place throughout 2024 with the assistance of HCM. Work on the institutional grounds and garden has been well accomplished, as has maintenance of the sports fields for regional, national and international sports events.

The UJ Island

The UJ Island development process started in 2024 with a service provider awarded a tender to design it. Designs were concluded in September 2024. With the right authorisation, the development will begin in 2025.

PROPERTY MANAGEMENT

Property Management comprises the management of student centres and of outside properties for the accommodation of PDRFs. Some of the student centre portfolio achievements in 2024 include:

- Exceeded the activations budget by 447%.
- Improved occupancy to over 90% at the student centres.
- Improved the tenant mix and recruited new tenants, including a driving school and other food suppliers.
- Improved the seating space for students at APB Student Centre.
- Completed the benchmarking process for student centres with Wits, UP, TUT and NWU to assess if the UJ student centres are comparable with others.

Outside accommodation for PDRFs renovated in 2024 included the Plumpudding Guest House, 53A Twickenham, 53B Twickenham, 1 St Swithin's, 7 and 9 Auckland, and 4 Goring.

SUSTAINABILITY, ENVIRONMENT AND UTILITIES (SEU)

In 2023, the Sustainability, Environment and Utilities (SEU) Department was established to initiate, support and drive environmental sustainability initiatives and utility management across all campuses. The posts of Director and of Building Management System Manager were filled in 2023 and 2024, respectively.

Sustainability

The Facilities Management Statement on Environmental Sustainability is found in Section Seven of this Annual Report. The set tCO₂e target for 2024 was 47 500 tCO₂e. The overall actual tCO₂e emissions for 2024



was 58 315 tCO₂e. The major contribution was due to Scope 3 emissions, which have risen from 4 000 tCO₂e (in 2023) to over 10 000 tCO₂e.

An energy audit, in collaboration with PEETS, was conducted at the Maropeng Building. An awareness campaign with DFC leadership discussed energy savings initiatives by the campus and occupants of the building in May 2024. Since then, this initiative has improved on the maximum energy usage of the building, down from a maximum demand of 104 kWh to 60 kWh by the end of the year.

Utilities

Engagements were conducted with various teams at the City of Johannesburg. These engagements were aimed at creating seamless communication between the two parties in terms of utilities planning and billing by the City. This collaboration assisted with more prompt resolution of technical challenges. As regards billing, SEU secured a credit of over R13 million due to the City's overbilling of the UJ utilities accounts.

Initiatives to be carried over to 2025

- Energy audit of high consuming areas
- Power factor correction of the electrical network
- Environmental Policy; Sustainability Policy
- Updated utilities budgeting baseline (for 2026)

LOGISTICS MANAGEMENT

The Logistics Management Department strives to render the following effective, efficient, and reliable logistical support to the University.

Logistical services

- Intercampus bus shuttle service
- Intercampus logistical service
- Ad hoc bus bookings – (external rental through the appointed service provider)
- Ad hoc vehicle bookings – (external rental)
- Intercampus water transfers
- Sourcing water from external sources

Central transportation services

- Client bookings for minibuses and midibuses (UJ fleet).
- Client bookings from PsyCaD (special wheelchair access vehicles for People with Disabilities PWD) and any other university grouping that requires official transportation, including research trips, team building trips, sport events, field trips, airport transport, conferences, and seminars.

In 2024, the Logistics Management Department supported students, academics, support staff and visitors in line with the student/UJ academic and general events calendar with a 48-hour response time, with transport bookings making use of the various available resources, such as the carpool and the PWD vehicles.

The Logistics Management Department had purchased two electric vehicle (EV) buses in 2023, within the total fleet of 17 buses used in transporting students. The 15 diesel buses are currently not owned by UJ; the agreement between UJ and the intercampus bus service supplier is that when UJ purchases an EV bus, the supplier will de-fleet a diesel bus resulting in UJ receiving an operational discount. In September 2024, UJ purchased two additional EV buses, which are due for delivery in March 2025. This will leave 13 remaining diesel buses targeted for replacement within four years, which will require purchasing four EV buses a year. In 2025, four more EV buses will be purchased.

Water supply

The Logistics Management Department manages the water transfer function between campuses when there are water outages. The team intends increasing the fleet of five water trucks to seven in 2025 to further reduce reliance on and cost of external water sourcing in the event of ever more frequent and longer water cuts. As it is, APK Campus frequently experiences CoJ initiated water cuts on most nights!



CENTRAL TECHNICAL SERVICES

Central Technical Services (CTS) provides strategic planning and implementation of capital projects and maintenance of UJ's physical infrastructure within the framework of the University's Infrastructure Master Plan, UJ's Project Management Methodology and other key initiatives.

The CTS consists of the following sections:

- Portfolio Management Office (delivery of capital, infrastructure maintenance projects)
- Project Management Office (development of project methodology and standards, deployment of project systems, standards, risk management and quality management)
- Professional Technical Services
- Design and Town Planning (space management, architecture and records management)

Portfolio Management Office

The adjustment of the Central Technical Services project management function towards a portfolio-based project management methodology remained in place in 2024. Additional work is in progress with the Project Portfolio Office software to review and improve the project delivery maturity and processes for finalisation in early 2025.

The Portfolio Management Office managed various projects through the course of 2024 and, overall, completed 33 projects (compared to 27 during 2023, 52 in 2022, and 44 in 2021). A number of projects taken for construction towards the end of 2024 (student residence refurbishments and lecture venue upgrades) will be completed in early 2025.

The following major capital projects were completed in 2024:

- DFC Rescue Simulation Centre – Practical completion was achieved November 2023. Additional post Phase I and Phase II project items were all completed in 2024.
- Refurbishment of UJ residences – All campuses.

The following priority projects were completed in 2024:

- APK Library 24-hour study area extension.
- Replacement of various medium voltage equipment on APK, APB and DFC Campuses.
- Refurbishment of the Old Central Kitchen on APB.
- D Lab roof conversion – Phase I – on APK.
- UJ Astro Hockey resurfacing project.

Space management

Space planning and allocation is supported through a Space Allocation Committee under the Division's Executive Director, which assists with consolidated management of all space requests and allocations, in line with the DHET guidelines in terms of space use. The Building Space Management Policy is also under review for finalisation and approval during 2025.

Space data overview

UJ had a gross built area of 829 555.29 m² as at end 2024. Figure xx below shows the UJ building areas per campus as at the end of 2024.

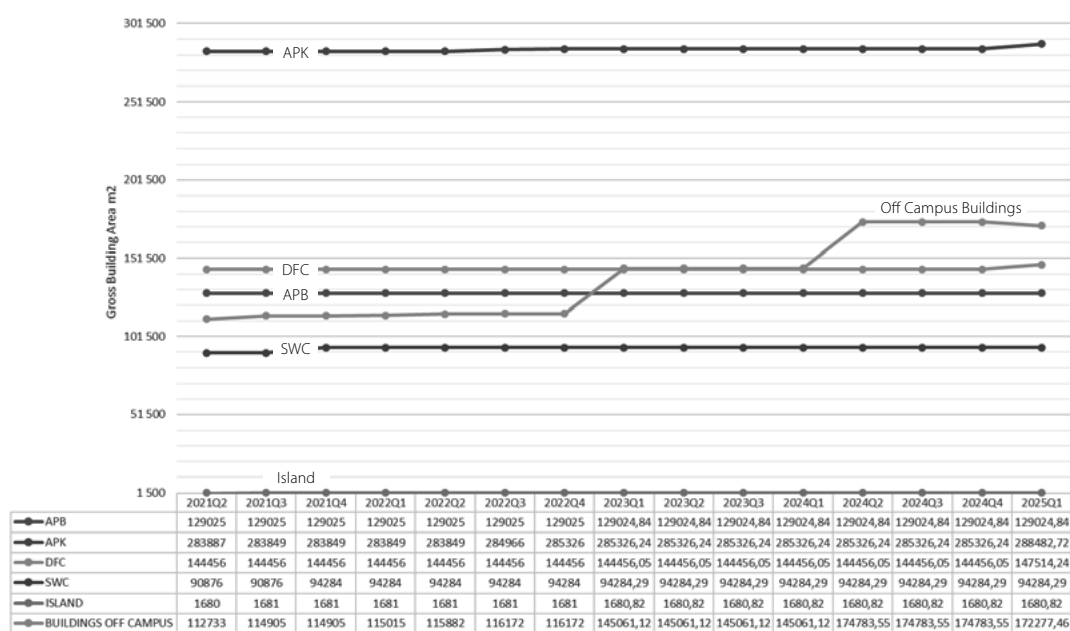
New or refurbished buildings have been updated into the space database as applicable, including:

- 16 Ditton Ave data created and plans published.
- UJ on Stanley data created and plans published.
- DFC – Habitat refurbishments updated, and plans published.
- DFC – Habitat recreational hall data created, and plans published.
- Off-campus – JBS Park major updates and room signage under way.
- Various space related updates under way as an ongoing process.

MAINTENANCE MANAGEMENT

In December 2023, and during the whole of 2024, Maintenance Management started with the renovations of the institution's residences. This was informed by the assessments of all 35 residences done in 2023.





Ten residences had been renovated by January 2025, as follows:

- Hospital Flats (APK)
- Faranani (APK)
- Gloucester (APK)
- Melrose (APK)
- Streatly (APK)
- Duiker Court (APK)
- Lesedi (DFC)
- Takalani (DFC)
- Hector Peterson (SWC)
- Imbewu (SWC)

The Maintenance Service Desk uses the Archibus system to manage both reactive (unplanned) on-demand maintenance and scheduled preventative maintenance. For on-demand maintenance, 32 889 requests were logged in 2024. CTS monitors the response times by the Campus Maintenance teams through the service-level performance score (SLPS), which is a composite score that measures maintenance service response against multiple priority levels. The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed, and closed were used to calculate the SLPS figures with the aim of achieving a target of 3.5 (3 for acceptable and 5 for excellent).

The following graphs show aspects of the overall maintenance performance scores per month for 2024.

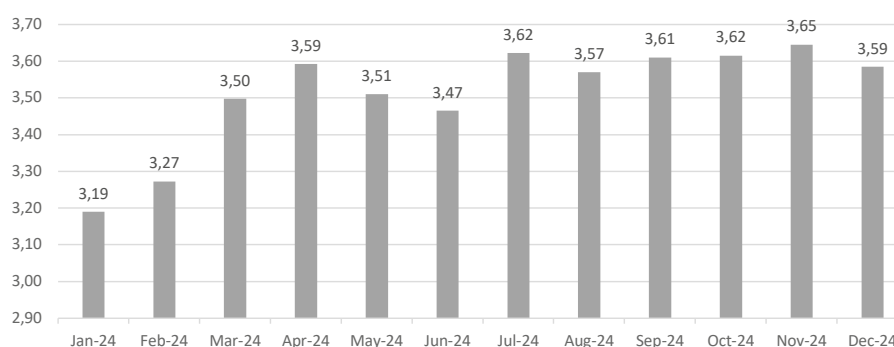


Figure 24: Monthly service-level performance score for on-demand maintenance 2024



Preventative maintenance (PM)

Scheduled maintenance involves planned or preventative maintenance. Preventative maintenance compliance refers to the percentage of issued vs completed preventative maintenance work orders for each month. During 2024, all campus preventative maintenance compliance averaged 95,5% for closing of maintenance work job cards. This is a further improvement from the 2023 compliance level of 92,84%, especially considering that in 2022 the compliance level was only 75,7%.

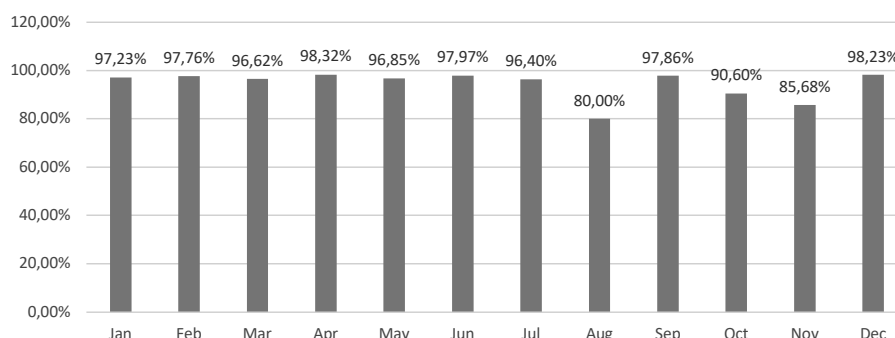


Figure 25: Preventative compliance 2024

Lift maintenance

Appointed lift maintenance service providers across the University are supervised by an accredited third-party inspection service provider contracted by the Department of Employment and Labour to ensure technical and compliance oversight of the UJ lift portfolio. In 2024, the number of lift stops decreased from 594 in 2023 to 387 for 2024, a 35% reduction in one year.

At UJ on Stanley, four lifts were added to the portfolio of lifts when the building was acquired by UJ in 2024. No new lifts were installed at UJ during 2024.

Future plans are to intensify lift maintenance and replace defective components, and to phase in a lift modernisation or replacement project on obsolete lifts and wherever the end of life has been reached. A detailed plan for modernisation and replacement projects is in place for 2025.

The Maintenance Department received a Maintenance Award at the 2024 Higher Education Facilities Maintenance Association (HEFMA) Conference for the manner it had addressed the maintenance work done via the computerised maintenance management system (CMMS), Archibus. An automated system via tablets is employed. The service-level performance analysis for all the campuses is shown in Figure 24.

CONCLUSION: 2025 AND BEYOND

The Facilities Management Division's strategic focus remains the provision of increased service levels to support the continually rising local and global stature of the University. Resilience continued to be a prevailing theme over the past year and is likely to remain a priority with rising infrastructure decay in the areas surrounding the University and diminishing capability in the City of Johannesburg to supply utilities consistently. In 2024, Facilities Management managed to implement measures to provide electricity and water without losing a single day in the learning and teaching calendar.

In 2024, the cost of sourcing water to maintain operations was reduced by 50%. There will be intensified focus on further savings through improved water transfer operations, water backup, consumption reduction (by technologies and awareness campaigns), harvesting and recycling projects as well as through robust sourcing, where necessary. An additional measure is a business continuity plan for sourcing water in the event of a Day Zero.

Load shedding in 2024 reduced and came to a halt from the second quarter to the end of the year. However, the University was not immune to City Power's cut-off of electricity supply due to planned and unplanned maintenance, including instances of cable theft. The University continues with the





implementation of its energy resilience projects, which include electricity generation and backup projects from diesel, gas and solar PV.

Smart systems will be deployed throughout Facilities Management, and in Utility Management in particular, to control, monitor and report on utility performance. Sustainability, environment, quality and risk management as well as on occupational safety performance remain a priority for increased performance improvement. Maintenance Management has a set target for maintenance strategy improvement and organisational maintenance maturity, which involves reducing reactive maintenance to achieve more planned and proactive engineered asset management.

Workforce planning in 2025 and beyond will seek to further develop staff and to improve numbers in the 20-29-year age profile, which is currently at 2%, to change the age demographics as well as to have women occupy more roles in senior management.

Facilities Management will continue with the execution of the student accommodation revitalisation programme as well as the delivery of the University's smart campus and smart classrooms initiatives.

2025 and the subsequent years have been identified as an era of operational excellence. There will be a single-mindedness of purpose in resilience, unlocking excellence in engineered asset management and infrastructure delivery. Therefore, excellence includes a leap from predominantly reactive to proactive asset maintenance management, embracing and adopting smart systems and excellence in infrastructure delivery.

Kenneth Nkwana

Kenneth Nkwana (Mr)

Executive Director:
Facilities Management



Protection Services

INTRODUCTION

This report aims to provide details of Protection Services' significant accomplishments during 2024, together with high-priority suggestions for improvements.

SIGNIFICANT ACCOMPLISHMENTS

Averted attempted disruption of the academic programme; successful protection of all UJ premises

Despite protest action impacting institutions across the country, the University of Johannesburg did not lose any days of operation due to protests, thanks to the continued coordination between Protection Services and various other domains (academic and professional support) within UJ. The University team is highly responsive to any matters identified that may pose a risk to the academic programme.

Successful investigation into reported incidents

In total, 662 incidents were reported during the period under review both on and off campus. The investigation into these reports resulted in sanctions against eight employees and 56 students.

e-Payment fraud

In the 2023 Annual Report, we advised that Protection Services had investigated 116 allegations of e-payment fraud. These payments (e-payments) were made fraudulently through uLink from unknown third-party account holders. A criminal case was registered with Brixton SAPS, and the SAPS Investigation Officer (IO) continue to work closely with the SAPS investigator and his team on this case.

Protection Services also advised that 109 investigation reports were handed over to Student Affairs, which advised that 55 students were charged and sanctioned for their involvement in this fraud. Both the SAPS investigation and the cases referred to Student Affairs are ongoing. Protection Services has since blocked access to students who have not presented themselves for the interview to enable the conclusion of the final 11 cases.

CAPACITY BUILDING AND TRAINING

DIRCO Training Programme

UJ is one of the preferred venues for hosting dignitaries, attracting both local and international figures. Protection Services has recently launched a comprehensive training programme on State Protocol and Official Etiquette. This training was facilitated by the Assistant Director for Protocol Training from the Department of International Relations and Cooperation (DIRCO). The training aimed to familiarise attendees with protocol guidelines for official events, ceremonies, and visits, emphasising the importance of respecting national flags and anthems. It further sought to equip individuals interacting with dignitaries at UJ events with the



skills and knowledge to engage with respect, professionalism, and a strong sense of national pride, thereby contributing to effective governance and fostering positive international relationships.

Seven departments within UJ attended the comprehensive training session, including JBS, STH, and UJ Sport. The training was designed to cover all the essential protocols for hosting dignitaries during UJ events and on UJ campuses. The main goal was to enhance the University's reputation and image.

UJ and DIRCO share a commitment to advancing their partnership by ensuring that their staff members are well-prepared with the essential skills needed to thrive in their respective work environments. UJ places significant emphasis on continuous professional development. Additional training opportunities with DIRCO are scheduled for the future.

Training undertaken by Protection Services

Protection Services collaborated with the Learning and Development Unit in Human Capital Management to develop the capabilities of individual staff members. The training interventions aimed to enhance the operating discipline, legislative/regulatory compliance, and efficiency of staff members. These courses included first aid, basic firefighting, firearms training, special event security, hazardous chemical awareness, computer literacy, advanced driving, and generic management. In 2024, a total of 163 Protection Services members attended, with some staff members participating in more than one course.

In total, 16 members completed the flagship training intervention for line management, the Protection Services Middle Management Development Programme. A further 18 members commenced the programme, and this cohort is expected to complete this in the third quarter of 2025.

Team of the year

During the University's prestigious Top Tier Award Ceremony 2024, Protection Services was honoured to receive two team nominations for the overall Best Team of the Year Award: the Kingsway Campus Zulu Shift and the Event Risk Management team. These teams competed against excellent teams from other support domains and divisions, including Finance and Human Capital Management.

The Zulu Shift won the Best Team of the Year Award, which is a testament to the collective efforts of Protection Services to strive for excellence in service to the UJ community.

Effective stakeholder management

Awareness campaigns

During 2024, Protection Services conducted 17 awareness campaigns across multiple platforms, issuing pamphlets in person and using UJFM, UJTV, and social media. The topics focused on a range of issues, including robberies, GBV, human trafficking and how to report incidents to both Protection Services and the South African Police.

City Improvement District (CID) expansion

Protection Services completed the appointment of a service provider for three years to manage the CID at DFC and expand services to the other campuses. The appointed service provider is Urban Space Management, which deployed urban rangers from the start of November 2024 to ensure the upkeep of the areas surrounding the campus.

Private fire service appointment

Protection Services completed the appointment of a private fire service provider for two years to supplement its fire suppression activities. This appointment significantly increased its capability to respond to fire incidents in light of the continued resource challenges experienced by the City of Johannesburg's Emergency Management Services.

Mars Inc. donation

Protection Services facilitated the donation and distribution of Twix chocolates and M&M candies from Mars Inc., which were distributed under the direction of the Vice-Chancellor around Valentine's Day across all campuses. This campaign was very well received by the university community, with social media posts showing significant engagement.



External partnerships

- Two campus managers (HODs) attended the State Security Agency's Provincial Security Managers Forum (SMF) on 7-8 November 2024, where Protection Services facilitated the presentation by UJ's Cyber Security Centre to the heads of security of the organs of state in Gauteng.
- Protection Services participated in the City of Johannesburg's Bad Buildings Workshop on 4 October 2024, where public and private stakeholders met to discuss the current situation as well as interventions planned by CoJ. While the core focus was on the inner city, there was also discussion of the increasing degradation occurring in outlying suburbs.
- Protection Services participated in the strategy review sessions of the CoJ in Region B (APB and APK) and Region D (SWC) and facilitated the attendance of UJ residences and community engagement as internal stakeholders. The objectives included providing the City with an updated view of public safety concerns within the respective areas and, in UJ's case, the impact on the university community. The Director of Facilities Management also participated in the engagement session with safety experts as part of the final stakeholder review session.

Hosting of internal and external events

Protection Services successfully managed the risk associated with 2 598 events during the 2024 academic year. Of these, 41 were high-profile events, some of which were attended by external dignitaries and required the approval of the City and collaboration with the SAPS, including the UJ Strategic Plan 2025 to 2035 launch, election debates and Varsity Sports.

Key security projects implemented

- APK gatehouse refurbishment: Protection Services led the internal refurbishment of gatehouses at APK entrances, supported by Campuses (Maintenance) and ICS. The work included repainting the interior and tidying power and fibre cables to provide a safer working environment for security officers.
- Backup power at campus entrance gates: Protection Services finalised the installation of uninterruptable power supply (UPS) systems at high-priority security gatehouses on all four campuses during 2024 to ensure continuity of access control and security systems at gatehouses in the event of a power cut or load shedding.
- Backup power for mission critical security systems: Protection Services finalised a project in 2024 to install backup power at essential access control entry points and ICS switches that service CCTV cameras across the campuses. With the support of the campus directors and maintenance managers, power points for the prioritised internal access points and ICS switches were migrated onto backup power, ensuring these systems in critical areas remain operational during power outages.
- Security upgrades to the VC's residence: Protection Services upgraded security systems that had reached the end of usable life at the VC's residence, including surveillance cameras, intrusion detection systems and gate motors.
- Security upgrades at Sophiatown residence: Protection Services implemented the repair of the existing CCTV cameras, electric fence, and access control systems and installed additional CCTV cameras on the boundary of the residence.
- JRA traffic signal initiative: Protection Services signed a service level agreement (SLA) with Johannesburg Roads Agency (JRA) to provide backup power to traffic lights at three intersections at APK and SWC. The power upgrades were finalised by UJ and are awaiting commissioning by JRA.

CHALLENGES ENCOUNTERED

Water/power outages

The University of Johannesburg has been impacted by the increased criminality targeting CoJ essential infrastructure. Essential infrastructure is defined as that which enables the provision or distribution of a basic service. A basic service is a service, provided by the public or private sector, relating to energy, transport, water, sanitation and communication, the interference with which may prejudice the livelihood, well-being, daily operations or economic activity of the public.



The incidents affecting UJ have included the theft of City Power cables and tampering with Joburg Water. To mitigate the risk to UJ, Protection Services has started installing cameras that cover areas where this infrastructure adjoins UJ property. Protection Services will continue to expand its engagement with City Power in 2025 to complete an agreement, which will enable UJ to secure transformers that service UJ.

Medical/fire incidents

The implementation of regular firefighting training has improved Protection Services's readiness to respond to incidents. In 2024, 15 fire incidents were reported on and off campus, with no loss of life. Off-campus fire incidents relate primarily to poor vegetation management adjacent to campuses (including sports fields), while on-campus incidents include negligent behaviour by students when preparing food in the residences. Protection Services will continue coordinating with the Occupational Safety Department to minimise risks related to fire incidents.

Protection Services responded to 546 medical incidents on and off campus for 2024, in coordination with the Centre for Student Health and Wellness and the Occupational Health Practice as required. The volume of incidents has strained Protection Services resources, and ongoing discussions are under way to increase University capacity to respond to medical incidents. This includes increased training of staff in the academic and support domains in first aid and to act as first responders to enable Protection Services to focus on more serious incidents. Further, the obligations of privately owned student accommodation providers to ensure that the necessary procedures are followed (i.e. the appointment of emergency medical services by service providers) has also been communicated to Student Affairs.

Crime, both on and off campus

Crime remains a challenge for Protection Services. In total, 662 incidents were reported during the 2024 academic period. Of these, 443 were reported on campus, and the remainder off campus. This equates to a 4,6% decrease in the number of incidents when compared to the 694 incidents reported in 2023.

Theft

Theft remained the primary concern for Protection Services during 2024. Protection Services received notification of 323 incidents of theft during the period under review. Of these, 270 were reported to have been committed on campus, while 53 were committed off campus. The most frequently targeted campus was APK with 180 incidents, followed by APB with 62. DFC and SWC were the lowest, with 53 and 28 incidents, respectively.

Unlawful possession or use of drugs on campus

Unlawful possession or use of drugs on campus emerged as a significant concern for Protection Services during 2024. A total of 62 incidents were reported, all of which occurred on campus. Awareness of these incidents can be attributed primarily to the proactive actions of Protection Services in preventing the use of drugs on campus. Through their interventions, Protection Services was able to address these offenses, contributing to the overall reduction in illegal drug activity on campus.

Common robbery off campus

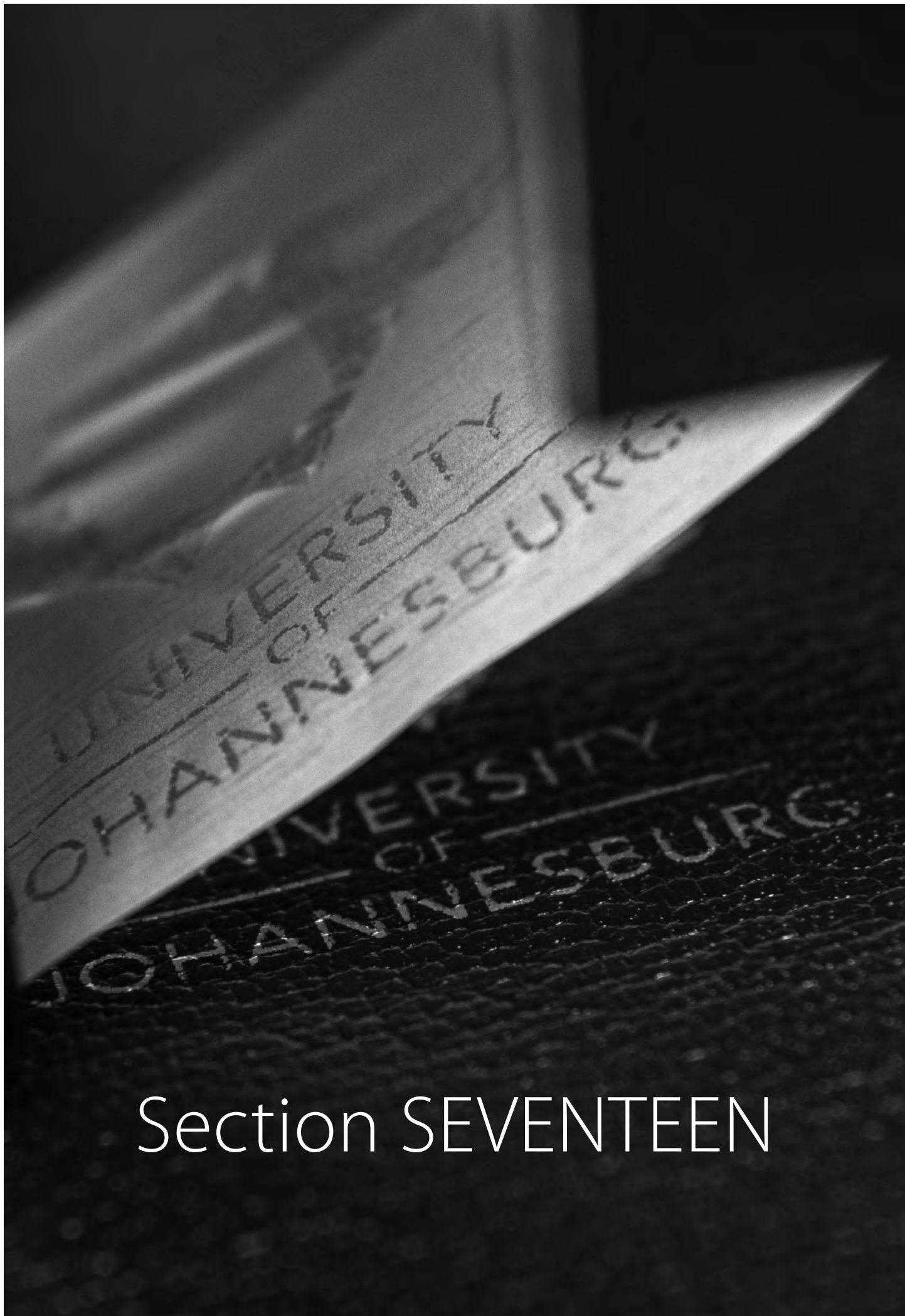
Crime off campus, especially common robbery, was a major concern for Protection Services during 2024, with a total of 43 incidents of common robbery off campus reported to Protection Services during this period. This increase in incidents could be because of students being more vulnerable in off-campus areas, insufficient security, and possible socioeconomic challenges in the surrounding community. Protection Services continues to work on addressing these issues to help reduce such crimes in the future.



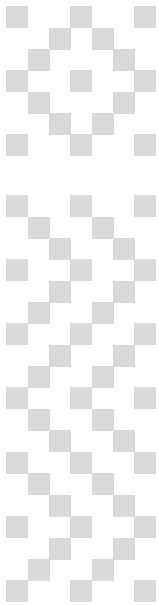
André Arendse (Mr)

Senior Director:
Protection Services





Section SEVENTEEN



Financial Sustainability

OVERVIEW

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

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

POLICY FRAMEWORK

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

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

GOVERNANCE FRAMEWORK

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

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

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MEC RMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Five in this Annual Report). In addition to this, the MEC Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures, and the financial and contract delegation of authority approved by Council.



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

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

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

FINANCIAL RISKS AND RISK MANAGEMENT

General financial risk management

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

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

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register in 2024, as monitored by MEC and Council:

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



Financial sustainability of the University

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

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

Financial sustainability risks associated with student funding

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

We have previously highlighted the risk posed by the growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth, to the level of future subsidy funding allocations. The risk extends to DHET block and earmarked grants, the sustainability of the NSFAS funding model as well as National Research Foundation (NRF) grants and bursaries. Once again, and as anticipated, the impact of this risk was realised in the year under review through a further decline in our teaching input and output grants allocation, which decreased by only 1,5%, far below the rate at which our expenses grew.

While the above shortfall affected our ability to fund our activities, several strategies were put in place to mitigate this risk and reduce the level of reliance on state funds, which include increased external fundraising, increased focus on non-subsidised programme offerings and more stringent cost containment measures.

Our fees increased by 5,1% and 7,1% for tuition and residences, respectively, with residence fees limited to the set amount in line with the recommendations of the Minister of Higher Education, Science and Technology. A significant risk that has emerged over the past year is the high inflation rates, which have seen the Minister recommend a lower than inflation increase in tuition fees for 2023 and 2024. Considering all the other contributing factors to our financial sustainability mentioned above, fee increases below inflation are clearly not sustainable.

The Minister has instituted a new task team in 2025 to advise on the framework for future tuition and residence fee increases for universities. The project is ongoing.

Student debt

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

Our student debt has increased significantly over the past five years, particularly for students who are no longer registered with the University. The outstanding debt from cash-paying students has remained at 14% of fee income in 2024 (2023: 14%), with a significant increase in debt due from students no longer registered with the University. Collecting student debt on time remains a challenge with students who tend to postpone the settlement of outstanding debt until registration for the next year.



It is a priority of the Finance Portfolio, however, to ensure that all fees raised are collected. To ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students.

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

Inadequate student funding

UJ received an allocation of R2.8 billion from NSFAS in 2024, covering tuition fees, accommodation, meals, books, and other living allowances for 25 167 students.

This funding went a long way to mitigate our risk of irrecoverable student debt; however, the timing of communication and certainty of funding decisions continued to be a challenge administratively and posed a risk to our enrolments and student debt recovery. NSFAS withdrew funding for a considerable number of students during the year due to students not meeting the income threshold, or students exceeding the number of years that can be funded. The timing of these NSFAS verifications poses a significant risk for the University as these students are unlikely to settle their debt once the funding is withdrawn. We continue to engage and offer assistance to NSFAS to find sustainable solutions to this and other administrative inefficiencies.

Despite the state interventions in place, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which assisted us in unblocking 4 978 students and payment allocations for 1 210 students in 2024. This amount was further complemented with funds raised through the Development and Fundraising Unit.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 12,5% of our operating budget allocated to financial assistance for low income and missing middle students.

Increase in staffing costs

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

Ageing infrastructure

The University must maintain its assets and infrastructure at a level required to maintain its position as a leader in education and research. The decline in funding allocation and the reprioritisation of funding by DHET have meant that no Infrastructure Efficiency Grant funding had been allocated to UJ since 2020. This has severely decreased resources available to maintain our infrastructure. Our focus on maintaining an adequate level of reserves, on which investment income is earned, is required to fund the expenditure on infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels in the long term.

EXTERNAL FUNDRAISING

External fundraising serves as one of the critical mitigating factors to the above risks. To this end, major focus has been placed on this area over the past three years. The University has once again outperformed



its fundraising target of R1.1 billion as outlined in the UJ Annual Performance Plan. In the year under review, the University has raised R1.108 billion for research, scholarships, and other research-related projects. This success is the culmination of a highly collaborative approach undertaken since the implementation of the institutional fundraising strategy, which has realised a total sum of R3.038 billion over the past three years, against the set target of R3 billion.

The funds mobilised over the past three years have directly fuelled UJ's mission, enabling the University's sustained success in delivering unique opportunities for learning, innovation, and continued societal impact. This impact underpins the transformative power of our collective efforts and the positive change we impart to society. Our donor engagement strategies have proven highly effective, leading to a notable increase in individual and corporate donations.

FINANCIAL HIGHLIGHTS

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

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

Operating income

Consolidated operating income has increased by R298 million (up 5%) compared to the prior year, primarily due to continued strong growth in donations and other non-state-funded grant funding, where this category of income has grown by 31%, and tuition fee income growth of 7% due to module enrolment mix improvements.

Table 75: Income

| | STATE SUBSIDIES AND GRANTS (R'M) | TUITION AND RESIDENCE FEE INCOME (R'M) | RESEARCH INCOME AND GRANTS (R'M) | OTHER INCOME (R'M) | TOTAL (R'M) |
|-----------------|---|---|--|-----------------------|--------------|
| 2024 | 2 722 | 2 763 | 355 | 473 | 6 312 |
| 2023 | 2 720 | 2 572 | 362 | 360 | 6 014 |
| % Growth | 0% | 7% | -2% | 31% | 5% |

Expenditure

Consolidated expenditure has grown by 7% at R6 581 million (2023: R6 123 million) with an increase of 6% in remuneration costs. Bursaries and scholarships awarded increased by 17%, while impairment for student and other debt decreased by 8%, both in line with the increased donor and non-state-funded grant funding. Other expenses grew by 7%, largely due to the costs associated with the experienced water outages, increasing cost of energy and other utilities and continued currency depression.

Operating loss before interest and fair value movements

The University realised a consolidated operating loss of R269 million (2023: R109 million) before accounting for interest and fair value gains from its investment portfolios. This indicates the increasing reliance on our investments as a source of funding to maintain the financial sustainability of the University. The chart below demonstrates the shift in the construct of our sources of income over the past three years, with a notable growth in other income, which includes income from investments and donor and non-state-funded grant funding, and a decrease in state subsidies.



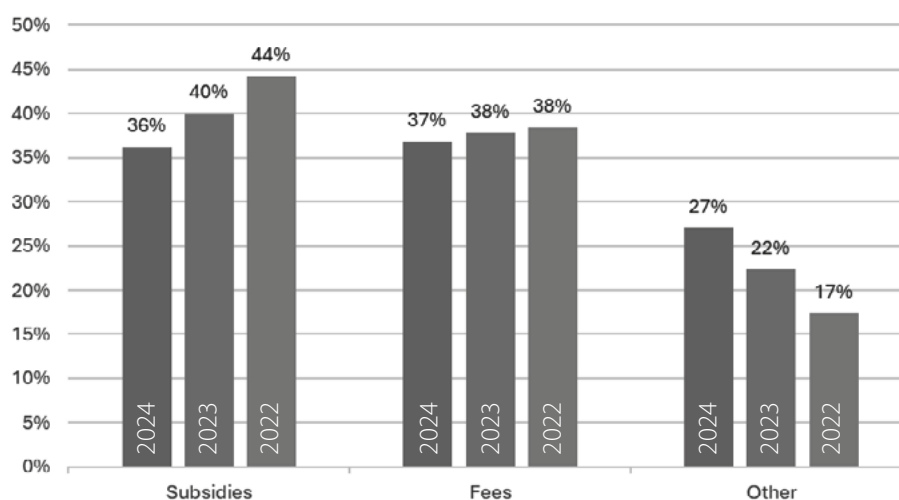


Figure 26: Income sources

Surplus for the year

The University generated a consolidated surplus of R935 million for the year (2023: R686 million). Net income and fair value gains from our investments contributed a sum of R1 204 million (2023: R796 million) towards the surplus showing a growth of 52% from the prior year.

Total comprehensive income

The actuarial losses incurred on the valuation of our defined benefit plan amounted to R77.8 million (2023: R400 thousand), resulting in R854 million (2023: R686 million) consolidated total comprehensive income attributable to the University.

Net assets

Our net assets totalled to R10 986 million, showing a growth of 8% from R10 133 million in the prior year. Outstanding student debt amounted to R1 097 million (2023: R989 million), a growth of 11% from the prior year, largely due to funding withdrawal by NSFAS for previously funded students. Net of impairment, the student debt amounted to R478 million, a growth of 18% from the prior year-end amount of R406 million. While this is indicative of the nationwide economic hardships, this is clearly a significant threat to the financial sustainability of the University.

Our financial assets at fair value through profit or loss at R6 871 million (2023: R5 918 million); have grown by 16%. 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 R828 million (2023: R826 million) grew by a modest 0,3%, reflecting a R2 million growth in the defined benefit surplus. The post-employment obligations at R274 million (2023: R267 million) grew by 3%, relating to a growth of R7 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 4% to R3 512 million (2023: R3 391 million), with additions totalling R246 million in the year under review. Significant additions were the acquisition of research and computing equipment.

The infrastructure investment is reflective in the 5% reduction in our cash and cash equivalents from R2 151 million in the prior year to R2 050 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 R3.368 million (2023: R3.079 million), which represents 106% of annual permanent remuneration. The Council-controlled reserves are earmarked for infrastructure maintenance and other strategic initiatives, to the extent that the level of these funds does not go below 60% of annual permanent remuneration.

While our liquidity position has declined with the ratio of our current assets to current liabilities at 1.03 down from 1.18 in 2023, we believe this to be satisfactory and largely driven by the timing of our major cash receipts occurring in the first four months of the year, with a decline in the last two months.

As supported by the good financial performance for the year and despite the prevailing risks and uncertainties, the University remains confident in its long-term financial sustainability.



Nolwazi Mamorare (Ms)

Chief Financial Officer



Financial Governance and Control

OVERVIEW

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The key concepts of impactful efficiency and relevance continue to inform the work undertaken by the Financial Governance and Control Division (the Division; FinGov). Upon implementation of the last two pillars of the business process re-engineering project undertaken with the Finance Portfolio, 2024 saw the Division operate within the new structure now responsible for institutional risk management and financial accounting (housing the treasury, reporting, accounts payable and payroll functions), as well as risk management and assurance.

The divisional management team started the year crafting a common vision for the Division, entrenching the common imperative of impactful efficiency and relevance underpinning ways of working. As a result, the 2024 objective of 'Anchoring the Basics Excellently' informed an anchoring theme for FinGov staff, who were enduring a year full of change while achieving objectives for the year. These achievements included:

- Achieving an unqualified audit opinion institutionally.
- Fulfilling the external and internal audit plans for the year, with outcomes indicative of a good control environment.
- Advancing an investment management strategy that has yielded returns aligned to investment objectives, since approval of the strategy in 2019.
- Enhancing efficiencies through automation of processes within the payables and management accounting functions, thereby improving associated reporting and rendering of improved support to stakeholders.
- Collaborating with internal stakeholders leading to approval of the GES 4.0 SI project, the cost optimisation project, the 2025 institutional budget and strategic enhancements with various Human Capital Management and Facilities Management initiatives.
- Concluding the three-year risk and the compliance implementation plans, thereby further entrenching good governance institutionally.

All the above has been achieved through the dedication of a team that is passionate and resolved to succeed in the face of change, and is aptly living the quote by Charles Darwin, "It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself".

Amid ever-increasing uncertainty within the higher education landscape, financial sustainability remains foremost in ensuring the University continues to operate for the foreseeable future. The University has embarked on several mitigation strategies, including the cost optimisation initiative, set to provide a conducive context for the University to optimise its cost base while looking to pursue revenue generation and sustainability initiatives that advance the University's key objectives. More pertinent to the Finance Portfolio,



a business process re-engineering project has been undertaken since late 2018, termed Finance Redesign. Its primary focus was on bringing about efficiencies and effectiveness within a context of digitalisation and increasing complexities characterising the finance function of today and of the future.

While extensive attention has been paid to processes and enabling systems over the past few years, the last two years were characterised by structural changes in an effort to align to best practice as informed by the service delivery driven operating model that has been adopted.

The Financial Governance and Control Division functions primarily as a centre of excellence hosting several financial control functions. At the same time, the Division is also responsible for management accounting institutionally as well as for the risk and assurance function responsible for enterprise-wide risk and compliance management. As a result, the team works in close collaboration with the business support team in enabling comprehensive financial management support to internal stakeholders.

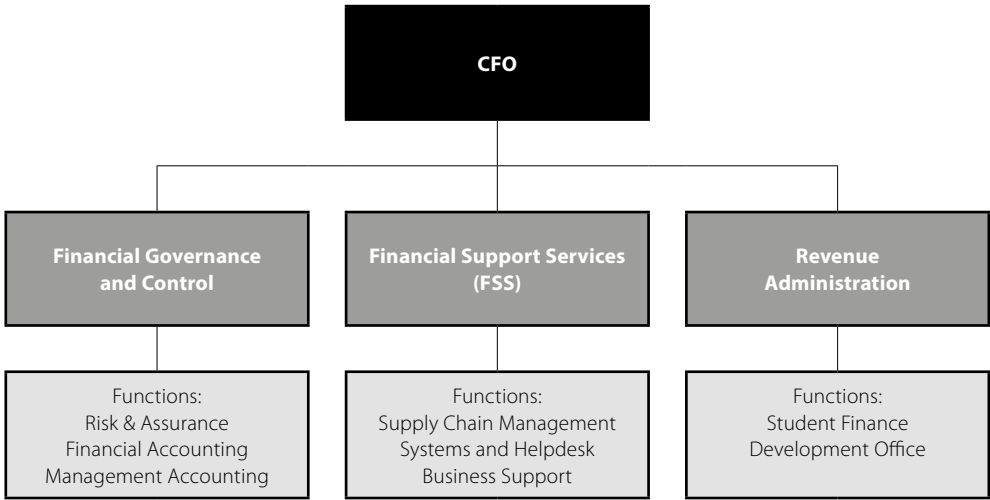


Figure 27: Financial Governance and Control organogram

The changes effected have resulted in the Finance function unlocking synergies not previously experienced, which are discussed further within the respective departmental reports.

In addition to the structural changes, several automation initiatives were undertaken, thereby enhancing transactional capability within the Accounts Payable and Payroll functions, as well as reporting capabilities within the Management Accounting and Risk and Compliance Management functions, with the use of Power BI and the new GRC tool. The departmental reports reflect further hereon.

Collaboration with respective stakeholders internally and external to the University remains paramount to the attainment of institutional objectives while also adapting to the complexities experienced within the finance landscape. The FinGov team was thus involved in several initiatives, some of which were successfully approved by relevant oversight structures and others are still in progress, including GES 4SI, Digital Hub, residences refurbishment, conditions of services review, ESG strategy, and cost optimisation.

The FinGov team has been testament to adapting in the face of change and doing so while attaining requisite objectives. Several development initiatives were undertaken as part of the structural transitioning, as well as those aligned with individual development plans. Outcomes were recognised through our quarterly Orange Ribbon Awards internally, as well as through external recognition, such as being nominated for the 2024 IRMSA Awards for successfully hosting the 2023 Chapter of the Risk Conference – Strategic Risk Leadership Conversation in Higher Education (SRLC-HE).

As a culmination of the above activities, the following key KPIs monitored by FinGov were attained.

Gratitude is extended to team FinGov, with new opportunities presented in the year 2025 for further entrenching impactful efficiencies and relevance through our theme for the year, *‘Anchoring the basics excellently, with Accountability.’*



Table 76: KPIs attained by FinGov

| KPI NO. | KPI | 2024 (AS AT 29/04/2025) | 2024 TARGET | FINGOV DELIVERABLES |
|---------|---|-------------------------|-----------------------|--|
| 16 | Surplus generated from commercial activities (R#) | R6.59 million | R15 million | Commercial Entities – Financial Management and Governance support |
| 66 | Year-end surplus in relation to annual budget for the reporting year and five-year plan (R#) | R211 million | R0 | Annual and five-year budget compilation, in-year monitoring and financial management support and reporting; resource allocation initiatives |
| 67 | Level of external funding and investment returns (as a percentage of the operating income) (%) | 24,44% | 20% | Implementation of investment strategy and in-year monitoring and reporting support on externally generated funding |
| 68 | Externally generated funding (R#) (including external research funding) [amended definition] | R1.112 billion | R1.125 billion | In-year monitoring and reporting support on externally generated funding |
| 69 | Minimum Council-controlled reserves at year end (R#) (at least 50% of the budgeted permanent remuneration) | R3.368 billion | R2.732 billion | In-year monitoring and financial management support and reporting, including business case viability and equity analysis |
| 71 | Financial assistance to low-income and missing middle students (as a percentage of the budgeted operating income) (%) | 22,37% | 13% | In-year monitoring and financial management support and reporting |
| 73 | Percentage of the operating budget invested in the academic and academic support services | 64,72% | 60% | In-year monitoring and financial management support and reporting |
| 74 | Total employment costs (as a percentage of the operating income) (%) | 63,23% | 65% | In-year monitoring and financial management support and reporting |
| 85 | Number of adverse findings in respect of legal compliance with critical legislation | 0 | < 2 | Risk and Compliance Management activities per ARCC-approved implementation plans |
| 87 | Number of risks over 16 (residual risks) (#) | 2 | 10 | Risk and Compliance Management activities per ARCC-approved implementation plans |
| 88 | Number of recurring internal audit findings over a three-year period (#) | 9 | 5 | Institutionally – Collaboration with outsourced internal audit function; Operationally – enhanced controls environment, review and compliance with governance documents (policies and procedures); data management initiatives |



The following FinGov departments are presented below: Financial Accounting; Management Accounting; and Risk Management and Assurance.

FINANCIAL ACCOUNTING

The Financial Accounting Department forms part of the UJ Financial Governance and Control Division within the greater Finance Portfolio. Our core mandate is to provide financial accounting support in respect of the University's finances. We are responsible for recording, summarising, and reporting the University's financial transactions through to the financial statements. The Department is therefore a critical strategic business partner, striving for excellence and stature. We are committed to the UJ Finance 2025 vision. Our mission is to enable and support financial viability, stability, and sustainability for the University through sound financial systems, digitalisation, and good governance.

Our new operating model is customer centric, wherein meeting our customers' needs is embedded in all we do. We strive to deliver service excellence by ensuring that effective and efficient business processes and systems are implemented and adhered to, to deliver a value-added service to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce to sustain our pre-determined objectives.

Financial Accounting (FA) is the new department name under the new Finance operating model, which emanated from the Finance Redesign process. During the redesign process, similar finance functions were reorganised and brought together to form a centre of excellence that specialises in financial accounting in support of the University at large. Financial Accounting comprises the following units: Accounts Payable, Treasury, Payroll, External Reporting, Taxation, Fixed Assets, and Investments. We have a total staff complement of 48 employees (one director, four senior managers, one manager, five team leaders, four accountants, and 33 finance officers) across all units.

2024 was a year of consolidation in which these departments were brought together under one directorship. The transition was well managed since operations continued as usual with minimal disruptions for our stakeholders. Sharing and transferring of information led to a better understanding of the different portfolios, aligning the standard operating procedures of the different functions and forming new relationships and integrating new teams. Handover processes and engagements improved overall communication, transparency, and support within Finance, and this created opportunities for interactions with different directors and teams to form something new and relevant. This required us to review, consolidate and update the Department's governance documents, i.e. contracts registers and risk registers. Numerous synergies were identified through this process, for instance, payment days for Accounts Payable, Payroll and Treasury are now aligned to enable more efficient administration of approvals and efficient cash flow management.

Our objective for 2024 was *'Anchoring the Basics'*, which was underpinned by the FinGov purpose statement that we want to *"Exercise transformative, responsible, transparent and efficient fiscal discipline, for societal impact"*. This was achieved in numerous ways within the different portfolios, and we believe we can and will do even more in 2025.

Treasury

Treasury is responsible for the University's cashflow and liquidity management. The Treasury Unit ensures that the University's cash needs are met, and that cash is used efficiently (cashflow management), and that we provide efficient credit card administration. We manage a total of 25 bank accounts with the four major banks. The Unit has six employees, one senior manager, two accountants and three finance officers. As we have a high volume of transactions, automation of key processes is critical for this Unit.

Accounts Payable

The Accounts Payable Unit is responsible for the timely payments to all suppliers as well as reimbursements and advances to staff. Payments are processed as per negotiated terms to maximise settlement discounts and ensure uninterrupted service delivery. The Unit has 22 employees, one senior manager, three supervisors, and 18 accounts payable officers. Collaboration with the Procurement Department is important for this team to make payments timeously. The accelerated or ad hoc payment processes will be reviewed and enhanced in 2025.



Payroll

Payroll Unit is responsible for the task of compensating employees for services rendered to the University and to ensure that regulated third parties are paid accurately and timeously. The UJ Payroll is governed by UJ policies and the South African legislations, e.g. Basic Conditions of Employment Act, Income Tax Act, and Pension Fund Act. Payroll is mandated to ensure that UJ complies with the laws and regulations of the country. The Unit has 12 employees, one senior manager, two supervisors, and nine payroll officers. Modernisation of our processes and enhancement of governance are our key priorities in 2025. Strengthening our working relationships with HCM is important.

External Reporting, Assets, Tax and Investments

Key functions within this Unit are preparation of the annual financial statements and all other financial information for external stakeholders. The Unit serves as accounting and taxation technical advisors and as management of the University's tax compliance. The Unit also manages fixed asset accounting and reporting. Lastly, the Unit oversees management of short- and long-term investments according to relevant mandates set by the Investment Committee and FSCC. The Unit has eight employees, one senior manager, one manager – Tax & Reporting, three accountants, and three finance officers. Consolidating and safeguarding institutional information for external reporting is critical, as is delivering on our investment policy statement for the future financial sustainability of the University.

Conclusion

The Financial Accounting Department is well positioned as a centre of excellence with dedicated, knowledgeable and experienced team members to deliver impactful professional services and support to our stakeholders. The focus for 2025 is to embed the new values of the University in all that we do, namely inclusivity, integrity, innovation and impactful. We will continue with the theme of anchoring the basics with a much more intentional emphasis on being accountable for all that we do as individual UJ employees and the team at large.

MANAGEMENT ACCOUNTING

The Management Accounting (MA) Department is a centre of excellence that was newly established during the Finance Redesign process. This Department took over some of the responsibilities of the Budget and Project Management (BPM) Department, specifically the compilation, monitoring and reporting activities associated with the University's budgeting process, ensuring financial sustainability by managing the financial management support relating to external funding, business case viability and project management.

In terms of the Finance Redesign process, the Management Accounting (MA) Department has been operational from 1 January 2024, after the internal handover processes from the Department of BPM and Treasury and Reporting.

The key focus of the Management Accounting team is the institutional reporting, which is imperative for ensuring financial sustainability. Service delivery is achieved through two dedicated senior managers responsible for academic and research faculties, and support functions and commercial entities. They are duly supported by financial business partners, accountants and financial officers.

The key functions within this Department include financial management information for some Committees of Council to assist Executives in decision-making processes towards achieving short-, medium- and long-term institutional goals. The information provided includes budget compilation in accordance with budget guidelines, research income and expenditure reporting, variance analysis, project accounting and reporting, and outcomes of agreed-upon procedures.

Strategic goals/targets for 2025

Management accounts have been developed in Power BI for usage by specific members of faculties to ensure financial information is readily available to enable effective decision making. The rollout of the management accounts to faculties and other environments will commence in 2025.



The overall reporting function will be enhanced and improved to inform the accuracy, presentation quality and validity of information presented to ensure effective reporting, forecasting and budgeting of operational and capital expenditure on a monthly, quarterly and annual basis. This will play a pivotal role in the review of the cost estimates supporting the board submissions to the respective commercial entities, as well as the monitoring of capital expenditure cost against the approved capital expenditure plan. This is a continuing project into 2025 that will be supported by the usage of technology in the form of Power BI.

The Management Accounting Department is also responsible for the management and coordination of the institutional budgeting and forecasting process. The distribution model project was initiated to provide Finance with a tool for analysing financial information at faculty and support department level to facilitate decision making. The model will assist with financial planning, monitoring and reporting. Furthermore, the distribution model also needs to enable financial planning and analysis for budgets and forecasting purposes, thereby providing the Department with a basis for efficient resource allocation, which will enable effective decision making and accountability. The Department will use the distribution model more extensively in the institutional budgeting process to ensure more efficient resource allocation.

Operational efficiency and cost optimisation initiatives will be implemented to improve operational efficiency. These initiatives will drive the achievement of cost optimisation initiatives on capital and operational expenditure as well as to track and report progress.

The Department will ensure excellent customer satisfaction by continuously exceeding customer (both internal and external) expectations and by building and maintaining mutually beneficial customer relationships.

The Management Accounting Department will provide, through leadership, direction, support and opportunities to staff to ensure the achievement of business objectives and recognise good performance. The Department will also lead by example and create a top-performing team.

2024 meaningful impact

To support the financial sustainability of the University, the Management Accounting Department supported the following projects.

Digital Twin

The UJ Digital Twin Project is a strategic initiative by UJ to establish UJ as Africa's leading provider of industry-relevant, flexible, and accessible online education. As part of UJ's commitment to its Strategic Plan 2035, the UJ Digital Twin Project will offer a range of short learning programmes (SLPs) and non-subsidised whole programmes (WPs). This initiative seeks to deliver inclusive, innovative, and high-integrity education that empowers learners across Africa and globally, aligning with UJ's mission to make a social and economic impact through quality education. The Department was engaged in the financial evaluation of the Digital Twin Project to assess the financial viability thereof.

Global Excellence and Stature (GES) 4.0 SI

In 2014, UJ commenced its global excellence and stature (GES 1.0) initiative, which focused on institutional development with key investments in teaching, research, and staff. Five years later, UJ built on this vision for global excellence with a Fourth Industrial Revolution (4IR) focus, which catapulted UJ into the digital world and established the University as a leading figure in 4IR in Africa and globally.

As UJ moves forward under a new Strategic Plan 2035, the emphasis on technology for societal impact and sustainability becomes more deliberate, informing all UJ activities, including teaching and learning, research, and collaboration. In support of the Strategic Plan 2035 vision for UJ to be an international University of choice, anchored in Africa and the Global South, dynamically shaping a sustainable future, UJ further commits to implementing environmentally sustainable practices that not only align with social responsibility but also position UJ as the leading South African university in sustainability.

The new GES 4.0 for Societal Impact (GES 4.0 SI) catalytic initiatives (2024-2028) reflect these commitments and are designed to trigger or accelerate positive change in particular areas that underpin UJ's vision of



technology for societal impact. The Department was also engaged in the financial evaluation of the GES 4.0 SI project to assess the financial feasibility and viability.

Way forward for 2025

2025 will be the year to make meaningful and impactful changes in terms of implementation of transformative, digitised reporting using the Power BI platform and various other initiatives, while maintaining focus on the traditional management accounting principles of valid, accurate and complete financial information.

The financial management of commercial entities is to be closely aligned with the processes relating to UJ. These processes include the budgeting process of commercial entities being administered in line with the UJ budget process timelines.

RISK MANAGEMENT AND ASSURANCE

The Risk Management Department achieved significant milestones in advancing its risk management, governance, and assurance frameworks. This was done through incorporating principles as set out in the ISO 31000 International Standard, which provides principles and guidelines for risk management. The adoption of the standard resulted in the Department incorporating a shared understanding of risk, the nature of risk and the ways to manage risk across the University. This process further embedded risk management into the University's governance, strategy, planning, reporting processes, policies, values and culture. A proactive approach meant that the University was able to anticipate and address risks head on. Through the incorporation of the risk management principles, we have experienced an increase in stakeholder confidence, thus reinforcing trust and credibility.

Following the successful hosting of the Strategic Risk Leadership Conversations on Higher Education Conference, UJ was honoured with a nomination for the 2024 Education Industry Award by the Institute of Risk Management South Africa (IRMSA), reflecting its leadership in strategic risk management. The Risk Management and Assurance (RMA) Department enhanced its risk management processes by integrating emerging risks into reporting systems, drawing insights from influential external reports, including the WEF Global Risk Report and the IRMSA South African Risk Index. This proactive approach strengthens UJ's ability to anticipate and respond to evolving risk landscapes.

The capacitation of the Risk Management and Assurance (RMA) Department remains a critical concern, as having a well-equipped and skilled workforce is essential for effectively supporting the University's strategic objectives. Ensuring that the RMA Department is staffed with professionals who have the necessary expertise in risk management, compliance, and assurance is vital for maintaining robust governance frameworks. This involves continuous investment in talent acquisition, professional development, and upskilling initiatives to keep pace with the evolving risk landscape. Therefore, the Department has been actively supporting staff development by enhancing existing skills and identifying skills gaps to ensure a highly competent workforce. This strategic initiative includes tailored training programmes, mentorship opportunities, and continuous professional development to equip team members with the latest risk management and assurance techniques.

The Department further oversees fraud risk management by conducting forensic investigations and managing the UJ Whistleblowing Hotline. Notably, there has been an increase in the number of reports received, leading to successful investigations and disciplinary processes. This demonstrates the effectiveness of the whistleblowing mechanism in promoting transparency and accountability within the University.

The Department works in close collaboration with the Office of the General Counsel, the Employee Relations Department, and the Protection Services Division to ensure comprehensive investigations and appropriate resolutions. This collaborative approach has significantly enhanced the credibility and impact of fraud risk management initiatives. A challenge noted is the implementation of key control weaknesses identified in forensic reports. While investigations have successfully uncovered areas of concern, addressing these weaknesses has proven to be complex. Ensuring that corrective actions are effectively implemented requires strong collaboration among stakeholders, clear accountability, and continuous monitoring. The Department



is actively working to enhance this process by engaging with relevant departments, providing guidance on remediation strategies, and tracking progress to ensure that control weaknesses are adequately addressed.

The Department is implementing data analytics with the aim of enhancing risk monitoring, fraud detection, and decision-making processes. By leveraging advanced data analysis techniques, the Department hopes to identify patterns, anomalies, and emerging risks more efficiently, allowing for proactive risk management. This initiative is expected to improve our assurance processes, support evidence-based decision making, and strengthen internal controls. Additionally, data-driven insights will enable the Department to better allocate resources and prioritise high-risk areas, ultimately enhancing the effectiveness of the University's risk management and assurance framework.

The Risk Management and Assurance (RMA) Department has embraced the challenge of continuous growth and improvement, recognising the dynamic nature of risk management in a rapidly evolving environment. This growth will be achieved through a focused approach, which involves the ongoing enhancement of key skills, processes, and technologies. The Department plans to invest in professional development programmes to ensure that team members stay ahead of industry trends and best practices. Additionally, RMA will focus on optimising risk management processes, improving data analytics capabilities, and strengthening collaboration with other departments across the University. By fostering a culture of learning and innovation, RMA aims to enhance its ability to effectively manage emerging risks and contribute to the University's long-term success.

COMPLIANCE

Council approved the establishment of the Compliance Unit in 2022, recognising the growing complexity of governance processes and the need for a dedicated function to support the University's compliance initiatives. This strategic decision was driven by the increasing regulatory requirements and the necessity to strengthen accountability and transparency within the institution. The Compliance Unit is tasked with ensuring adherence to legal and regulatory obligations, monitoring compliance risks, and promoting a culture of ethical conduct.

By providing guidance and oversight, the Unit plays a crucial role in highlighting the risk of non-compliance with applicable laws and regulations and ensuring that codes and rules within which the University operates remain an area of focus. The University is exposed to extensive and complex regulations, which are likely to have a direct and indirect impact on the University's objectives.

Since its establishment in 2022, the Compliance Unit made strides in implementing the best practice compliance management programme within the faculties and support divisions. Both the compliance management process and compliance governance were taken as matters of priority by the University's leadership: the latter for adherence to the Compliance Policy and the development of the Compliance Standard Operating Procedure (CSOP), and the former for development of the Compliance Risk Management Plans (CRMPs).

In 2024, the University received a notification from the Information Regulator regarding a pending visit related to a data breach that had occurred at one of its service providers. This incident confirmed the critical importance of maintaining a robust compliance programme supported by comprehensive policies, frameworks, and standard operating procedures. It highlighted the need for stringent data protection measures, enhanced vendor risk management, and effective incident response mechanisms. In response, the University is prioritising the strengthening of its compliance structures to ensure adherence to regulatory requirements and safeguard sensitive information, thereby reinforcing its commitment to data security and governance excellence.

Capacity in the institutional Compliance Unit remains a challenge, and inadequate resources were noted in a previous report. Management supported the need to capacitate the Compliance Unit. Pursuant to this, the approval was granted for two additional resources supporting the Senior Manager: Compliance.



The Compliance Unit has made significant strides in implementing best practice compliance management processes, but active monitoring and optimisation of compliance controls remain a concern. To address this, the 2025-2030 Compliance Strategy focuses on overcoming challenges during the compliance monitoring and evaluation phase. The strategy will prioritise supporting the management of faculties and support divisions in reviewing and ensuring the effectiveness of implemented policies and procedures. Phase Three of the Compliance Plan, focusing on compliance monitoring, evaluation and reporting, will begin in the first quarter of 2025, highlighting non-compliances and control deficiencies within the University's operations.



Lerato Riba (Ms)

Executive Director:

Financial Governance and Control



Financial Support Services

OVERVIEW

The Financial Support Services (FSS) Division is engaged in various activities, including supply chain management, offering financial management support, and overseeing the implementation, upgrades, and training on financial systems. Furthermore, it serves the University in fulfilling four of the six strategic objectives, namely:

- Excellence in research and innovation.
- International profile for global excellence and stature.
- National and global reputation management.
- Fitness for global excellence and stature.

The FSS's mission-related objectives are to ensure financial viability, stability, and sustainability to support the GES 4.0 drive; to enhance the re-engineering of the financial information system's business processes in line with the Fourth Industrial Revolution (4IR); to promote good governance, transformation, and empowerment; and to formalise strategic partnerships across the University. This is achieved through the following FSS departments:

- Business Support Services
- Helpdesk and Systems
- Supply Chain Management

Aligned with the institutional Finance Strategy, FSS's goal is to be a strategic partner to the University while striving for excellence and stature.

STRATEGIC FOCUS AND TARGETS

FSS aims to provide value-adding services and continuous improvement in support of UJ's overall objectives and to perform with great agility within the boundaries of governance. This commitment stems from following best practices and cost-effective approaches to meet internal and external customers' expectations.

To ensure the successful realisation of departmental objectives, elevate operational performance, enhance efficiency, and increase agility, our strategic plans for 2024 included the following elements:

- Optimising current enterprise resource planning (ERP) and automating our processes to minimise traditional supply chain management (SCM) activities and integrate business support considerations.
- Effectively managing commodities to reap rewards from tactical sourcing, easing the structuring of strategic contracts, and minimising routine sourcing.
- Expanding support for emerging businesses and maximising critical points needed for the B-BBEE Scorecard.
- Leveraging economies of scale for UJ's benefit.
- Collaborating impactfully with various faculties and divisions.
- Providing comprehensive financial management support.



- Implementing security controls to prevent unauthorised access to financial systems and adherence to licensing limits.
- Managing user access and permissions to ensure data security and alignment with licence allocations.

2024 HIGHLIGHTS AND OUTCOMES

The following sections provide a reflection on our activities in 2024 to deliver the strategic objectives of the Division.

Transformation of business processes

To address and meet the ever-changing demands of FSS customers, a comprehensive review of business processes was undertaken. This initiative has enabled value creation and increased responsiveness to the requirements of the UJ community. By systematically reviewing and improving our established procedures, we are striving to align with the changing requirements of our stakeholders. This strategy promotes operational efficiency and ensures that our services remain relevant and effective within the UJ community.

Value creation

To attain excellence in customer service and enhance UJ's stature, it is essential to overhaul traditional business practices and adopt effective strategies to serve the business. Turnaround initiatives included:

- Analysing spending to help in the rollout of strategic contracts and strategic sourcing initiatives across the University.
- Augmenting or amplifying technology initiatives to enhance customer experience.
- Conducting value proposition assessments for improved stakeholder partnerships.
- Reintroducing and enhancing the budgeting and asset management system accompanied by comprehensive training and enhanced reporting formats, including advanced Excel dashboards.
- Identifying an efficient process for managing the banking details of ad hoc suppliers.
- Overseeing agreed-upon procedures for funding received from external sponsors, and coordinating both external and internal audits to ensure financial integrity and compliance.
- Ensuring supplier analysis and spending segmentation enable the implementation of needed reforms in support of business units.

Collaboration and partnering with business

Knowing customers' unmet needs helped to identify where to focus our efforts. Collaboration within Finance and with business units enabled the achievement of the following objectives:

Coordinating sourcing of goods and services at the organisational level.

- Leveraging economies of scale.
- Transitioning to the cloud version of InfoSlips, which has greatly improved accessibility and scalability and modernised the communication of payroll information.
- Developing a team charter, which includes the mandate, values, culture, and code of conduct.

Supporting staff in understanding new portfolios and building relationships with new clients to enhance customer orientation due to finance redesign.

- Designing a structured method for collecting automation ideas through a live SharePoint document to facilitate continuous improvement.

Supplier relations management

The activation of the supplier portal and self-service functionality has proven to be an outstanding success in maintaining an accurate and reliable supplier database. Since its implementation, our Supplier Management team has excelled in managing vendors, effectively mitigating supply chain risks, and ensuring the timely delivery of goods and services at the highest standard. Even with the challenges posed by global economic uncertainty and the need for strict regulatory compliance, the team has consistently delivered exceptional results, enabling suppliers to meet their obligations seamlessly. This remarkable achievement highlights the team's resilience, adaptability, and continued excellence in navigating a complex business environment.



Value analysis and value engineering remain key objectives in minimising costs in the acquisition process. Supplier data analytics provided the intelligence needed to understand commodities on offer and services being rendered for the University. These analytics enabled:

- A full understanding of the spend category.
- Supplier market assessment to investigate alternatives on offer.
- Ascertainment of capabilities and capacity of suppliers and classifying them accordingly.

The review improved the supplier database and facilitated the necessary cleansing, enabling targeted sourcing to meet the Enterprise and Supplier Development (ESD) imperatives in the acquisition process. This eased the transition of the Procurement Department to a focus on commodities for improved results. Other key achievements include the following:

- System enhancements to achieve optimal supplier management.
- Increased turnout of UJ suppliers at the 2024 Annual Supplier event, with exhibition stalls by 51 suppliers.
- Continued participation by small, medium and micro enterprises (SMMEs) in UJ's impactful Small Business Enrichment Programme (SBEP) – 148 SMMEs onboarded.
- Mentorship and coaching programmes for SMMEs, to provide focused support to entrepreneurs, through one-on-one sessions.
- Participation in the Global Entrepreneurship Week (GEW), celebrating entrepreneurship, innovation and creativity.

Demand management

The financial reforms introduced helped ensure demand management, aligned with the University's goal of financial sustainability. The 2024 Procurement Demand Plan presented an estimate of R957.9 million as the total amount assessed to influence the procurement process as per the approved 2024 Operational Budget Cycle.

Sourcing activities

Spending within the University is through three key processes: the procurement process, the tendering process, and ad hoc payment requests through Accounts Payable. The University had a total spend of R1.2 billion (VAT excl.) on the procurement of goods, works, and services. Overall breakdown is shown in detail in the following table:

Table 77: Procurement spend breakdown – 2024

| PROCUREMENT PROCESS | NUMBER OF ORDERS PROCESSED | VALUE OF ORDERS PROCESSED |
|---------------------|----------------------------|---------------------------|
| Procurement | 14 464 | R359 635 949 |
| Tenders | 843 | R725 859 661 |
| Ad hoc | 5 253 | R173 671 742 |
| TOTAL | 20 560 | R1 259 167 352 |

Effective tendering administration ensured the successful delivery of key projects. The introduction of auto-assigned purchase orders has contributed to the acceleration of order processing. Cooperation from business units is critical for the successful implementation of strategic contracts. This is part of reducing processing costs, gaining value for money in transacting, and creating efficiency in operations.

Contracts participation

UJ participated in 75 PURCO (SA) supplier contracts to the value of R153 831 795 (excl. VAT). The total rebate earned from these economies of scale in 2024 was R1 778 305.

Transformation and B-BBEE

Partnering with the right supplier remains critical to ensure that UJ spending is made with contributing suppliers. The Supplier Enrichment Programme is the main contributor to the development, mentoring, and graduation of emerging suppliers. To ensure the achievement of the target goals set, further consideration was given to minimising spending with non-qualifying suppliers. The University strives to ensure that all suppliers are at a minimum B-BBEE Level 4.



For the year under review, UJ was a B-BBEE Level 3 contributor. This is an improvement from the previous Level 4 scorecard of 2023. A total of 53.61/54 points were achieved for the enterprise and supplier development pillar. The scorecard for preferential procurement, enterprise and supplier development reflects significant progress in the transformation of the University's supplier database.

Table 78: Supplier database

| PREFERENTIAL PROCUREMENT INDICATOR GENERIC SCORECARD | WEIGHTING POINTS | COMPLIANCE TARGETS | ACTUAL POINTS |
|---|---------------------|-----------------------|------------------|
| Empowering suppliers | 5 | 80% | 5 |
| Qualifying small enterprises | 4 | 15% | 3.77 |
| Exempted micro enterprises | 5 | 15% | 5 |
| At least 51% black owned | 11 | 40% | 11 |
| At least 30% black women owned | 5 | 12% | 5 |
| Bonus points | 2 | 2% | 2 |
| Qualifying supplier development contributions | 15 | 100% | 14.9 |
| Enterprise development contributions | 5 | 100% | 4.94 |
| Bonus points | 2 | Yes | 2 |
| TOTAL | 54 | | 53.61 |

Asset management

The Fixed Assets Department is responsible for ensuring that all assets of the University are accounted for in the University Assets Register. Compliance with the International Financial Reporting Standards (IFRS) is critical for the Department. Assessment of the impairment of assets is an ongoing administrative task of the Department. Barcoding and surveying assets are part of the administrative activities within the Department.

FSS leveraged technology for verification of assets within business units, achieved through IDU alerts where cost centre owners were prompted to validate and survey assets under their custody. Disposal of assets within the University takes place in consultation with the Department. Computer hardware accounted for 32% of the assets disposed of, followed by motor vehicles at 22%. A total value of R5.4 million in assets was retired in 2024.

OUR PEOPLE

Maintaining a balance between operational continuity and employee wellness remains critical as operations normalised after the COVID-19 pandemic. This approach fosters a positive work culture, encourages open communication, and facilitates team-building activities, leading to improved employee engagement and enhanced productivity.

CONCLUSION

The financial year was characterised by progressive initiatives that brought the Division closer to the realisation of the goal of being a strategic partner to the University. Our people have fully embraced the new structure and operating model of financial service delivery to the university community through a business partner. Our next critical steps involve deliberate efforts to optimise the financial systems so that they provide a single source of truth with the client at the centre, and to streamline the business processes to deliver value to clients in the most cost-effective way. Insights supported by trusted data and collaboration with all stakeholders will be key enablers towards achieving these goals in the 2025 financial year.

Mzwakhe Matukane

Mzwakhe Matukane (Mr)

Senior Director: Financial Support Services (Acting)



Revenue Administration

OPERATING FRAMEWORK

The Revenue Administration Division, headed by Senior Director, Mr Michael Matukane, consists of two departments: Student Finance, and the Development and Fundraising Office. Student Finance manages external finances from sources such as bursaries and NSFAS and handles student debt collection for cash-paying students, while the Development and Fundraising Office is at the forefront of resource mobilisation to advance the University's mission.

STUDENT FINANCE DEPARTMENT

Within the Revenue Administration Division, the Student Finance Department operates across all four campuses at the University of Johannesburg (UJ). Its core functions include managing student debt and administering financial aid from government sources, such as NSFAS and the Funza Lushaka Bursary Scheme, as well as private sponsorships. Additionally, the Department oversees the allocation of university funds to support academically deserving but financially needy students. Following a finance redesign exercise, the Billing and Receivables subdepartment was integrated into Student Finance. This subdepartment manages sundry debtors (non-student debtors) and is responsible for issuing Section 18A certificates.

Student and sundry debt overview

For the first time since 2009, the University has increased the initial upfront minimum payments to R5 560 for tuition fees and R3 710 for residence fees, from R3 870 for tuition fees and R2 600 residence fees in previous years. These adjustments aimed to improve the cash flow at the beginning of the year and reduce the burden of student debt later in the year. In addition, tuition and residence fees increased by 5,1% and 7,1%, respectively.

To encourage timely payments, the Department implemented a settlement discount incentive offering discounts on tuition and residence fees for accounts settled on specific dates. This initiative benefited 279 students, resulting in the collection of R12 million, with R556 935 granted in discounts. This initiative also contributed to the overall improvement in outstanding debt collection.

By the end of 2024, the total outstanding debt for self-funded registered students stood at R387 million, reflecting a modest increase of just one percentage point from the previous year's balance. However, the debt-to-fee ratio decreased by one percentage point, aligning with a 1.6 percentage point decline in the Consumer Price Index (CPI), which averaged 4,4% in 2024, compared to 6% in 2023.

Additionally, unregistered students have an outstanding debt of R388 million, including accounts referred to external debt collection agencies. To enhance debt recovery efforts for this group of students, R338 million in outstanding debt was handed over to external debt collectors in April 2024 to leverage their professional expertise. This process aimed at maximising recovery, reducing the burden on internal resources, and accelerating collections. The external debt collection processes were strengthened with vigorous recovery measures, which included hard collections, leading to a 14% recovery rate by year end.



In addition to student debt, the total outstanding debt for sundry debtors increased significantly in 2024. As at year end, sundry debtors owed R126 million, reflecting a significant rise of R51 million from the R75 million recorded in 2023. A key contributor to this increase was a long overdue invoice from a sponsor. Of the outstanding invoices, R989 182 has been handed over to a collection agency, while R73 million (58,6%) was categorised as current debt, with the remaining debt relating to older debt that has not yet been handed over.

Financial aid management and bursaries performance

Although debt recovery efforts remain a priority, student funding remains crucial in ensuring access to education. NSFAS funding continued to support a significant number of UJ students, with 25 167 students receiving a total allocation of R2.8 billion. In addition, the Funza Lushaka Bursary provided R45 million in funding for 366 students. Despite this substantial support, challenges persist, particularly regarding accommodation payments.

NSFAS has struggled to process payments to its accredited privately owned student accommodation (POSA) providers, potentially jeopardising student accommodation in 2025. This issue was particularly evident among POSA providers, who frequently submitted duplicate invoices, one through UJ and another via the NSFAS New Dawn Technologies (NDT) system. The resulting complex reconciliation process caused delays in payments to POSA providers.

After extensive discussions with NSFAS, UJ obtained approval from NSFAS in September 2024 to allocate funds from the close-out (2017 to 2022) project. In total, R478 million was earmarked for eligible and unfunded students who were underpaid or missing. Of the R478 million, approximately R152 million will be returned to NSFAS following the disbursement of these funds, with the difference pertaining to bad debt recovery and/or internal funding provided by UJ that has been recovered.

In addition, the University's Student Representative Council Trust Fund (SRC TF) provided critical support to 1 206 financially needy students who could not secure funding for 2024. The fund assisted these students with the minimum registration fee, ensuring their continued access to education. The fund further assists students with a portion of their prior year's outstanding debt, enabling them to make registration arrangements.

Outstanding debt from funders continues to pose a challenge for the University, as delayed payments impact students' access to academic resources and registration processes. To address this challenge, the University actively engages with funders through continuous communication, structured repayment plans, and strategic negotiations. These efforts aim to secure timely payments and minimise financial disruptions. Additionally, UJ explores alternative funding sources and financial support mechanisms to ensure students' academic progress is not hindered by outstanding debts.

To improve efficiency and enhance financial operations, the Department has collaborated with its software development partner, Adapt IT, on several key projects. These initiatives include system enhancements to facilitate seamless data exchange and streamline student movements between POSA providers. Additionally, new programmes have been developed to prioritise the distribution of payments for non-subsidised programmes, ensuring compliance with the fee agreement priorities.

DEVELOPMENT AND FUNDRAISING OFFICE

The Development and Fundraising Office is pivotal in advancing the University of Johannesburg's mission, supporting academic programmes and research initiatives, and fostering a culture of philanthropy within and beyond the university community. At the core of its efforts is UJ's Global Excellence and Stature (GES) 2025-2035 vision and mission, especially Objective Six: Fitness for global excellence and stature, which underscores the institution's commitment to sustained growth, innovation, and societal impact.

Challenges

The Development and Fundraising Office remains committed to navigating rising challenges by leveraging UJ's solid track record of global standing and strong networks to unlock new opportunities for growth, transformation, and excellence. While the notably shrinking pool of international donors, reduced investment



from South African industry partners and the uncertainties of government funding have presented significant challenges, the resilience, strategic foresight, proactive engagement, and knowledge of the trust that UJ has gained among its donor community cannot be underestimated. The trust and assurance of value added to donors' investment in UJ ensured the long-term financial sustainability of the University's priority initiatives.

Successes

Recognising the importance of value-add collaboration and institutional synergy, this Office has strengthened its partnerships base across the University, specifically working closer with UJ's Research Development and Support, Global Engagement, Student Finance, the Alumni Relations Office, various faculties, as well as UJ's College of Business and Economics. By fostering interdisciplinary cooperation, leveraging institutional expertise, and adopting innovative fundraising approaches, UJ has successfully expanded its funding streams and mitigated financial uncertainties.

The Development and Fundraising Office is, therefore, proud to announce a significant achievement in the University's external income generation efforts. The institution surpassed the initial 2024 target of R1.1 billion, reaching an impressive total of R1 108 696 544 – a remarkable accomplishment that reflects the determined commitment and dedication of our friends, partners, and staff. The Development and Fundraising Office itself contributed over R500 million in external funding towards the R1.1 billion target.

A testament to the power of collaboration is the R4 million from Hillensberg Trust, which is dedicated to supporting postgraduate students pursuing qualifications in the faculties of health sciences, technology, visual arts, and music. This achievement was made possible through a joint effort between the Development and Fundraising Office, the Faculty of Art, Design and Architecture (FADA), and the Faculty of Health Sciences.

One of the most impactful initiatives, the Double Our Future Impact Campaign, launched in late 2022, set ambitious goals to double the number of students receiving financial assistance for their annual registration fees by the end of each registration period. In 2024, the campaign raised over R11.7 million, made possible through the generosity of numerous donors and the UJ community. This funding has provided critical financial relief to numerous students who would have otherwise struggled to continue their studies because of a lack of registration fees or historical debt.

The Development and Fundraising Office was again able to contribute meaningfully towards accessing funding for vulnerable and food-insecure students. The UJ Food Bank received R173 670 in donations from both internal and external stakeholders, with an additional notable contribution of food parcels to 200 students from the KFC Social Responsibility Trust Fund.

Improvements

In 2024, the Development and Fundraising Office received donations from more than 300 funders. Among these, 65% were minor funders who graciously provided donations ranging from R10.00 to R10 000. In total, 21% of those from whom we received support were mid-level funders, donors who contributed between R10 000 and R999 999 – a 4% improvement compared to 2023. Major donors who contributed R1 million and above made up about 14% of our donor pool. While the total number of donors in the range of R10.00 to R10 000 dropped compared to 2023, we had an increase in mid-level and major donors.

The University's donor retention rate is 29%. These statistics reflect the strong ongoing support and commitment of all our contributors. Notably, among individual donors who account for 65% of total donors, these donors showed a retention rate of 9%. This data again underscores the importance of nurturing and building collaborative relationships with donors by keeping them abreast of UJ's robust research, teaching and skills development, among other things. The increase in new donors with an acquisition rate of about 50% demonstrates the University's ability to expand its donor base and reach new contributors. However, maintaining a healthy balance between donor acquisition and retention is crucial. Therefore, the University ensures that it invests in clear and precise strategies that are attractive to new donors and cultivates and strengthens relationships with existing partners. Such a proactive approach helps foster long-term engagement, maximise donor retention rates, and ensure sustained support for the organisation's initiatives and goals.



The 2024 funding landscape reflected a concentrated reliance on government support, which dominated the distribution by contributing 53% of the total funds (see Table xx below). This was complemented by notable contributions from SETAs, accounting for 21%, and the corporate sector at 17%, reinforcing the continued importance of institutional funding streams. Philanthropic sources, while modest, provided 8% of the total funding pool, indicating sustained, albeit limited, support from charitable foundations. SOEs, meanwhile, contributed a minimal 1%, highlighting their relatively minor role in the broader funding mix.

Table 79: Income distribution for 2024

| FUNDS BY SECTOR 2024 | PERCENTAGE |
|----------------------|-------------|
| Government | 53% |
| SETA | 21% |
| Corporate | 17% |
| Philanthropic | 8% |
| SOE | 1% |
| TOTAL | 100% |

Opportunities and strategic interventions

In pursuit of excellence, the Development and Fundraising Office has strengthened collaborations, forged strategic agreements, and deepened partnerships, emphasising engaging various levels of government and agencies, including local, provincial, and national departments. These concerted efforts have positioned the University to make significant strides towards reaching global excellence and stature, thus reinforcing its role as a leading institution dedicated to impactful research, innovation, and academic advancement.

As we look to the future, we recognise the considerable potential to build upon the successes of our recent initiatives through deeper collaboration with internal and external stakeholders. Our engagement with key stakeholders remains a cornerstone of our strategy, enabling us to leverage their expertise, networks, and support to drive sustainable impact. As we embark on this next phase, we are confident that we will continue to make significant strides in advancing our fundraising objectives through our collective dedication, strategic vision, and unwavering commitment. Together, we will realise our vision for a stronger university and a more empowered society, ensuring our efforts create lasting value for the communities we serve with excellence and integrity.

OUR PEOPLE

Revenue Administration continues to put staff first in everything we do. In 2024, the Division initiated several events focused on staff wellness and on financial management education. Of note was an event held in August to celebrate Women’s Month and facilitated by the UJ Chief Financial Officer, Ms Mamorare, and Ms Basetsana Khumalo. In addition, a men’s event was arranged in November 2024 with the purpose of discussing issues affecting men, such as men’s health, wellness, financial management and staff well-being.

Revenue Administration strives to empower its own staff by creating internal opportunities and various incentives for top-performing staff. In an effort to enhance the succession plan, new staff members who have recently joined the Division remain a top priority and are required to go through a training programme to understand policies and procedures.

Mzwakhe Matukane

Mzwakhe Matukane (Mr)

Senior Director: Revenue Administration



UJ Trust

OVERVIEW AND CONTEXT

The object of the UJ Trust is to administer the Trust Fund solely for the interest of the University of Johannesburg in accordance with the discretion of the Board of Trustees.

Each year, a portion of the Trust Fund is paid out as an annual distribution to support the University's annual operations. In any given year, the Board of Trustees aims to maximise what we can responsibly distribute, while balancing both current and future needs. Guided by the principle of intergenerational equity, the UJ Trust Fund is carefully managed to ensure that future generations, just as much as the current one, will enjoy its benefits. The UJ Trust Fund disbursement practice has to balance two competing goals: the need to fund the needs of the University with a stable and predictable distribution, and the obligation to maintain the long-term value of the Trust Fund.

Since the establishment of UJ, the UJ Trust has distributed a total of R575 million to the University, towards underprivileged student support, research development centres, undergraduate and postgraduate bursaries, support for COVID-19 related teaching, learning and research infrastructure, and sustainability projects.

2024 FUNDS ALLOCATION

In the year under review, the Trustees considered and approved an allocation of R47.5 million towards underprivileged student support, undergraduate bursaries, and a range of capital infrastructure projects to support the sustainability imperatives of the University. The distribution followed two years of a distribution holiday, as requested by the University.

Underprivileged student support and bursaries

The 2024 allocation for assistance to UJ students was used as a contribution towards funding our meal assistance programme for financially needy students. The UJ Trust contribution of R3 million towards the University Meal Assistance Programme provided two meals a day to at least 3 000 students, who otherwise would have had no food. A total amount of R8 million was spent by the University for this purpose. In addition, R3.3 million of the UJ Trust distribution was awarded to underprivileged students to assist with tuition, accommodation, and book allowances.

Sustainability capital infrastructure projects

The University has embarked on various sustainability projects that seek to reduce the financial burden imposed by the consistent water and electricity outages and to ensure the academic and research projects are not interrupted during these periods. These projects, which are planned to be completed during 2025, include the following:

- Extension of the solar projects on all four campuses.
- Extension of the grey water project on the Kingsway Campus.



FINANCIAL PERFORMANCE

The UJ Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds and deposits), carefully selected under agreed-upon mandates. These investments are made up of three balanced fund portfolios at Coronation Fund Managers, Ninety One SA (Pty) Ltd, and Camissa Asset Management with a total market value of R1 293 563 827 at the end of 2024 (2023: R1 119 758 303). The portfolio aims to outperform the composite benchmark through investing in multiple balanced funds. This multi-manager mandate implements its portfolio construction with risk management as its core focus.

The 2024 financial year continued to be a year of great uncertainty and extreme market volatility, characterised by low economic growth and stringent monetary policy tightening to contain high inflation. During this critical time, the UJ Trust has managed to grow its portfolios, outperforming the composite benchmark and its peer group. This growth will enable the UJ Trust to continue supporting the University to achieve its strategic objectives underpinned by the intent to make a lasting societal impact.

The Trust Fund achieved a net return of 15,52% in the year under review against a benchmark return of 14,23%, while its peer group showed an average return of 14,45% with average annual fees of around 0,47%. The Fund's performance for the year aligns with investment principles as set out in the UJ Trust's Investment Strategy, holding a long-term view to performance. The comparative numbers on the objective of the funds (CPI+5% rolling 7 years) do indicate that the funds perform well over time (annualised since inception).

DIVERSIFICATION OF INVESTMENTS

Following the approval of a revised investment strategy for the UJ Trust by the Board of Trustees, new fund managers were appointed within the balanced and offshore portfolios on recommendation from the University's Investment Committee. The new fund manager for the balanced portfolio, Cassima Asset Management, is well settled, with reported performance history relating to the last eighteen months to year end. The offshore tracker component was still in the process of being onboarded as at the end of the reporting period.

TRUSTEES

The Trust Deed of the UJ Trust, amended, restated and approved by Council on 23 November 2023, indicates that the UJ Trust's Board of Trustees should consist of a minimum of eight trustees, and that no more than one-third of the trustees may be members of the Council or of Senate or employees of the University.

The following Trustees received a letter of authority from the Master and represented the UJ Trust in 2024:

Ms R Bopape

Dr M Gama

Adv S Khumalo

Adv M Rasivhetsela

Adv E Mokutu

Prof W Domingo – Resigned August 2024

Invitees awaiting a letter of authority from the Master to be appointed as trustees:

Ms X Kakana*

Prof B Marx*

Mr L Ayo*



Nolwazi Mamorare (Ms)

Chief Financial Officer

* These Trustees had not been formally updated as trustees at the Master's Office by year end. They were therefore not authorised to make decisions as Trustees and only attended Board of Trustee meetings as invitees. Prof Domingo resigned during the year under review. The Board of Trustees thanked her for her contributions to the UJ Trust and wished her well.



Resolution Circle

INTRODUCTION

Resolution Circle is 100% owned by UJ Invnt (Pty) Ltd (which in turn is 100% owned by UJ) and offers skills training, mainly in the Electrical, Electronic and Mechanical Engineering disciplines. With its workshops and practical approach, it is in a unique position to give trainees exposure to industry-related skills training.

The company was founded in 2012, with funding from both the National Skills Fund (NSF) and the University of Johannesburg. In view of UJ's move to Strategy 2035, we revisited our vision and mission statements, as follows:

Our vision is to be an engineering training centre of choice, anchored in Southern Africa and improving the lives of our students by providing the skills, knowledge and experience needed to succeed in their careers.

Our mission is to:

- Create and deliver a comprehensive range of high-quality engineering related training programmes at reasonable prices by providing accredited curricula containing up-to-date, industry relevant content.
- Support each student's educational journey through the delivery of both theoretical knowledge and practical experience by suitably qualified facilitators using advanced equipment within our state-of-the-art facilities, while supporting them with funding, accommodation and related services.
- Provide corporate clients with customised training solutions in engineering related fields in addition to providing a credible channel for benefactors to invest in the education of our students.

Resolution Circle is first and foremost a training hub that prides itself on providing skills training opportunities, practical in-service project training, and various short learning and candidacy programmes to technical students, to address the ever-changing world of Engineering and Engineering Technology. Professional training at Resolution Circle bridges the many gaps that exist between theory and practice. More often than not, theory is very difficult to apply. Our philosophy is simple, in that experienced operators or practitioners really are the best examples of work in practice. We believe in collaborative training that leans on expertise available in the company. By developing this expertise and learning from practitioners, economically viable programmes become possible.

Resolution Circle has state-of-the-art equipment with over 90 professional employees recruited from industry. The 480-seat workshop with industry grade equipment provides training under supervision by experienced artisans. Each trade is supervised by a dedicated artisan/instructor supported by training assistants, who themselves are in the process of registering as Engineering technicians and technologists.

Our main focus for the past eleven years has been to provide technical training for national diploma work-integrated students in the Automation, Computer Systems, Electrical, Electronic, Instrumentation and Process Control, and Mechanical Engineering disciplines. The initial focus was on Engineering diploma students from universities of technology, including CPUT, CUT, DUT, MUT, NMU, TUT, VUT and UJ, Unisa, and WSU. Over the past 11 years, more than 2 400 National Diploma in Engineering students from these universities have completed the WIL component of their university curriculum programme at the Resolution Circle facilities.



In 2024, 400 Engineering Diploma students from CPUT, MUT, TUT, VUT and WSU started their one-year WIL programme, and 200 Engineering studies students from 28 different TVET colleges started their two-year WIL programme to obtain their national diplomas.

Based on this success, Resolution Circle started diversifying, moving away from a purely merSETA-driven training model, based solely on University of Technology Engineering diploma students. Since 2019, Resolution Circle has been successful in securing funding from six other SETAs to accommodate not only University of Technology Engineering diploma students, but also apprenticeships, candidacies (post qualification), skills programmes, short learning programmes (SLPs), and the TVET National Accredited Technical Education Diploma (NATED) work-integrated learning programme.

We are officially accredited by the Quality Council for Trades and Occupations (QCTO) to offer the Occupational Boilermaker, Diesel Mechanic, Electrician, Fitter and Turner, Instrument Mechanician, Mechanical Fitter, Millwright, Plumber, and Turner and Welding trade qualifications. We are also officially accredited by QCTO to offer the CNC Milling and Turning Machinist, Energy Efficiency (Audit) Technician and Solar PV Technician standalone qualifications. These qualifications are targeted at school leavers. Resolution Circle was the first to launch the Energy Efficiency (Audit) Technician qualification.

Our candidacy programme stabilised in 2024, and we carried the programme into the second and third year of awards, which we had received up to 2023. We have had further engagement with ECSA and with freelance coaches and mentors to grow this programme.

We have signed MOUs with 12 TVET colleges: six based in Gauteng, Central Johannesburg College (CJC), Ekurhuleni East (EEC), Ekurhuleni West (EWC), Sedibeng, Southwest Gauteng (SWG), Western; two in the Free State (Flavius Mareka and Goldfields); two in Mpumalanga (Gert Sibande and Nkangala); one in North West (Orbit); and one in the Western Cape (the College of Cape Town). We again secured a significant grant from ETDP SETA to train teachers from technical high schools in Gauteng.

OTHER ACTIVITIES

For the past ten years, we have been involved in retraining technical high school teachers for the Gauteng, North West, and Limpopo Departments of Education, with specific focus on Boilermaking, Electrical, Electronics, and Fitting and Turning.

We offer short learning programmes (SLP) in Fibre Optics, Programmable Logic Controllers, and Solar Photovoltaic (PV) Design and Installation. These courses are credit bearing and geared towards the logbook and qualification criteria of the various institutions of learning that we serve. Additive Manufacturing, Computer Numerically Controlled (CNC) Machining, Internet of Things (IoT) and Robotics tie in with UJ's focus on the Fourth Industrial Revolution (4IR).

We support and manage UJ's maintenance programme on three of UJ's campuses. Maintenance tracks (which are managed, staffed, and supported by Resolution Circle) are Electrical, Carpentry, and Plumbing. These tracks employ qualified artisans and junior technicians and are supported by WIL P2 students. The practical application and the training within this programme are invaluable in skills development. We closed 4 664 job tickets in 2024. In 2025, we will also be doing the fourth campus.

We were awarded ISO9001 certification in 2024. This was a major milestone for Resolution Circle. It says something about our processes and our consistency of service delivery. It also showed us opportunities for improvement.

FINANCIAL PERFORMANCE

2024 was still a difficult year, with a profit of less than R1 million for the year under review against a budget of R20.2 million. Net revenue generated was R98.6 million against a budget of R103.1 million. The revenue shortfall ended at R4.5 million, which was essentially incurred during the first three quarters. Had we been able to achieve the performance of the fourth quarter in the prior three quarters, the financial situation would have been significantly better.



FUTURE

In South Africa, one of the key sectors that we serve is manufacturing and more specifically the subsectors metals and machinery. The Absa Purchasing Manager's Index (PMI) started in January on a low of 44.3 (vs a high of 52.5 in 2023), reached a low of 44.2 in August (vs a low of 46.1 in October 2023) and ended December on 46.2 (vs the end of 2023 on 50.9). The average for 2024 was 48.7 vs an average of 48.6 for 2023. This is painting a bleak picture in terms of industrialisation.

However, the opposite is in fact true where on the macroeconomic scale it looks as if the country is de-industrialising. We track companies in these subsectors: 16 of the 110 companies that we are monitoring closely incurred losses last year. This has a direct impact on what we do in our focus on the Manufacturing and Engineering sector. It puts strain on getting apprentices placed for their on-the-job training. We will have to push to more project-based and simulated work experience training.

The shift from the legacy qualifications from the SETAs to the QCTO does raise a concern about how this transition will impact Resolution Circle. From what we know, there are risks but also opportunities.

We moved to the second year of following a business acceleration programme with a third party. That has resulted in its challenges, and has certainly pointed out some of our weaknesses, among them our organisational culture and climate.

Our focus for 2025 is on optimising our operations, investing in equipment and technology for this year and beyond. We are also exploring opportunities for qualifications offered by CBE and the Faculty of Education, which might be relevant to the alumni and stakeholders we engage with.



Nolwazi Mamorare (Ms)

Chief Financial Officer



B-BBEE Report

B-BBEE PREFERENTIAL PROCUREMENT REPORT AS AT 31 DECEMBER 2024

The University of Johannesburg achieved a B-BBEE score of 91.83 points for the year ended 31 December 2024, which translates to a Level Three (3) rating. The university attained a 110% B-BBEE Procurement Recognition Level, solidifying its position as an empowering supplier. This achievement signifies a notable improvement compared to previous years, highlighting the university's dedication to advancing B-BBEE principles.

The B-BBEE Elements Assessed were:

- Management Control: Evaluating the representation of black individuals in key decision-making positions and their influence within the university's management structure.
- Skills Development: Assessing the university's investment in skills development initiatives for black employees, students, and surrounding communities.
- Enterprise and Supplier Development: Examining the university's efforts to support and empower black-owned businesses through strategic procurement and enterprise development initiatives.
- Socio-Economic Development: Reviewing the university's contributions to socio-economic development through community-based projects and initiatives.

The cumulative scorecard is as follows:

| ELEMENT | Weighted Points | UJ Points 2020 | UJ Points 2021 | UJ Points 2022 | UJ Points 2023 | UJ Points 2024 |
|-------------------------------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| Management Control | 20 | 13.92 | 14.54 | 14.18 | 13.94 | 15.61 |
| Skills Development | 30 | 8.8 | 11.03 | 17.58 | 18.06 | 18.40 |
| Enterprise and Supplier Development | 54 | 48.01 | 48.33 | 52.48 | 53.61 | 53.60 |
| Socio-Economic Development | 5 | 5 | 5 | 4.21 | 4.91 | 4.22 |
| TOTAL POINTS | 109 | 75.73 | 78.90 | 88.45 | 90.52 | 91.83 |
| B-BBEE Level | | 6 | 5 | 4 | 3 | 3 |




The University of Johannesburg's remarkable B-BBEE achievement is a testament to its unwavering commitment to economic empowerment and transformation. By prioritising B-BBEE initiatives, the university has improved its rating and contributed to the growth and development of black-owned businesses and communities. This achievement sets a positive precedent for other institutions to follow, demonstrating the university's role as a leader in promoting economic transformation and social responsibility.



Nolwazi Mamorare (Ms)
Chief Financial Officer



B-BBEE Rating Certificate



Honeycomb BEE Ratings

0861 HONEYCOMB

BROAD-BASED BEE VERIFICATION CERTIFICATE

We Certify that
University of Johannesburg


Refer to Annexure A for List of Consolidated Entities
Company Address: Cnr Kingsway and University Road Auckland Park, Johannesburg.
VAT Number: 4900127681

Has been verified for compliance with the B-BBEE Act No. 53 of 2013 and the Codes of Good Practice Gazette No. 38766 of May 2015 and has achieved the following:

BEE RATING
Level Three (3) Contributor
(Generic – Specialised Scorecard)

BEE PROCUREMENT RECOGNITION LEVEL
110%


| Analysis | Score | Element | Results |
|------------------------------------|------------------------------------|-----------------------------------|----------------|
| Black Ownership | N/A | Ownership | N/A |
| Black Woman Ownership | N/A | Management Control | 15.61 |
| Black Designated Group | N/A | Skills Development | 18.40 |
| Black Youth | N/A | Enterprise & Supplier Development | 53.60 |
| Black Disabled | N/A | Socio-Economic Development | 4.22 |
| Black Unemployed | N/A | Total | 91.83 |
| Black People Living in Rural Areas | N/A | Y.E.S. Initiative Implemented | No |
| Black Military Veterans | N/A | Y.E.S. Target Achieved | N/A |
| Black New Entrants | N/A | Number of Levels Promoted | N/A |
| Exclusion Principle Applied | N/A | Certificate Number | HR_GEN_3811_25 |
| Modified Flow Through Principle | N/A | Version Number | 1.0 |
| Empowering Supplier | Yes | Issue Date | 02 June 2025 |
| Discounting Applied | No | Expiry Date | 01 June 2026 |
| Financial Period Reviewed | 01 January 2024 – 31 December 2024 | Revision Date | N/A |



Verification Manager
Zunaïd Vallee
Honeycomb BEE Ratings



sanas
BEE Rating Agency



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086 Honeycomb or (011) 880 1630 • info@honeycomb-bee.co.za • www.honeycomb-bee.co.za



B-BBEE Rating

Annexure A

| Company Name | Registration Number | VAT Number |
|---------------------------------------|---------------------|------------|
| A Million Up Investmenta 76 (Pty) Ltd | 2003/005957/07 | 4640206605 |
| Uj Properties (Pty) Ltd | 2012/097565/07 | 4580262014 |
| UJINVNT (Pty) Ltd | 2019/346313/07 | N/A |

Honeycomb
BEE Ratings
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ANNEXURE A

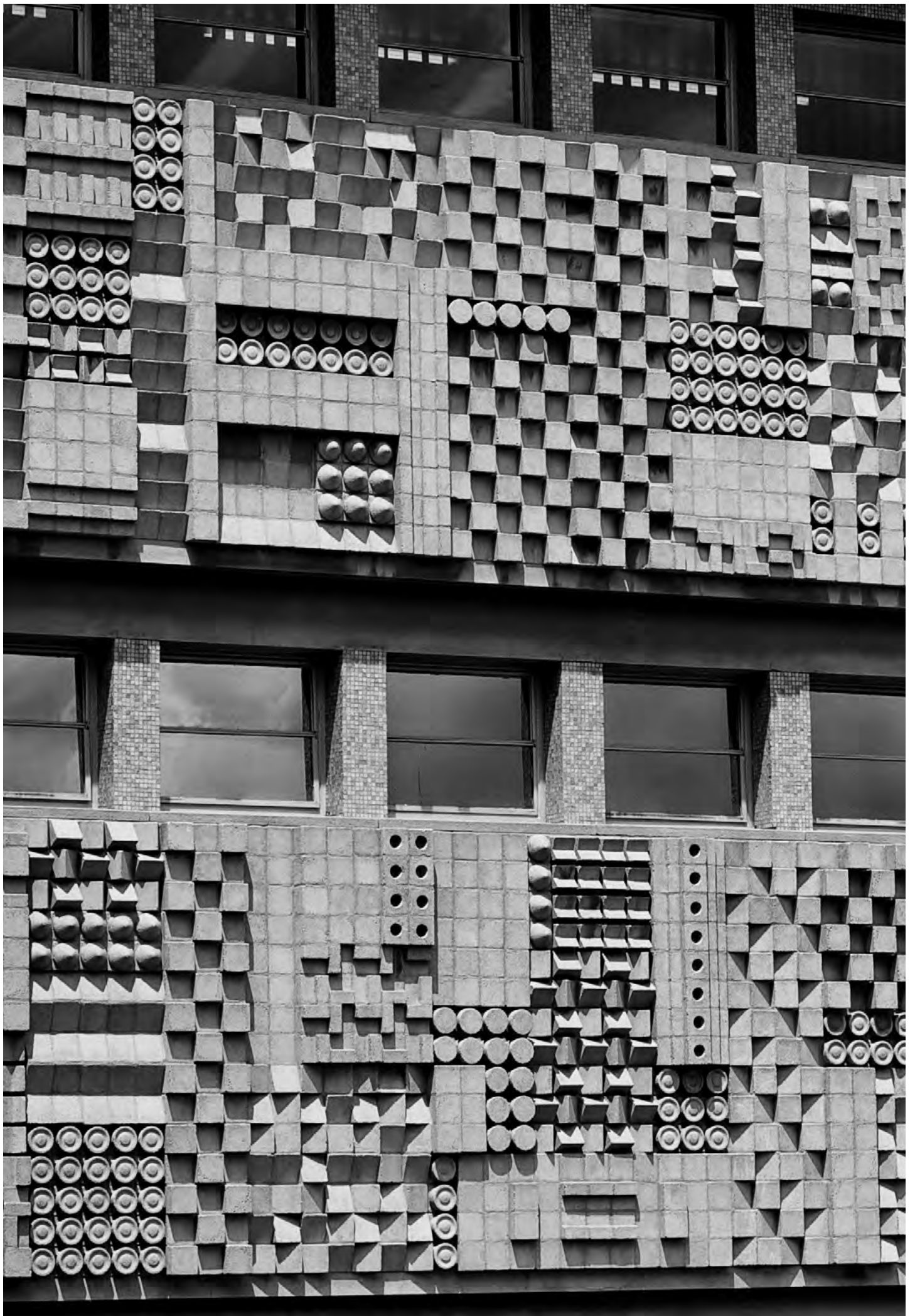
As per Certificate No: **HR_GEN_3811_25**, University of Johannesburg, Incorporating the following Subsidiaries:

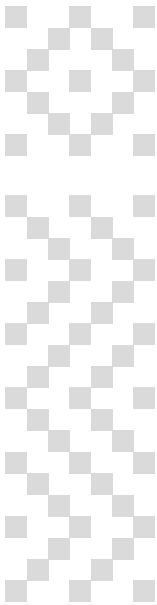
Verification Manager
Zunaid Vallee
Honeycomb BEE Ratings

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Consolidated and Separate Annual Financial Statements

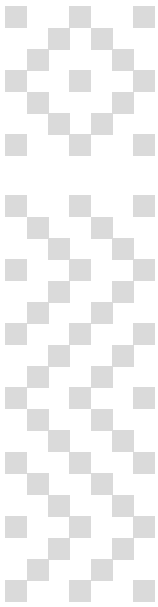
FOR THE YEAR ENDED 31 DECEMBER 2024

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Section EIGHTEEN





Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2024

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate annual financial statements.

The consolidated and separate financial statements presented on pages 494 to 575 of this Annual Report for 2024 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

The going concern basis has been adopted in the preparation of the consolidated and separate financial statements. The Council has no reason to believe that the University of Johannesburg and its subsidiaries is not a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated and separate annual financial statements.

The consolidated and separate annual financial statements have been audited by SNG Grant Thornton, who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

APPROVAL OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 494 to 575 of this Annual Report were approved by the Council on 20 June 2025 and signed on its behalf by:

Xoliswa Kakana (Ms)
Chairperson of Council
University of Johannesburg

Letlhokwa Mpedi (Prof)
Vice-Chancellor and Principal
University of Johannesburg

Nolwazi Mamorare (Ms)
Chief Financial Officer
University of Johannesburg





Independent auditor's report to the Minister of Higher Education, Science and Innovation and the Council of the University of Johannesburg

Report on the audit of the consolidated and separate financial statements

Opinion

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries (the group) set out on pages 494 to 571, which comprise the consolidated and separate statement of financial position as at 31 December 2024, consolidated and separate statement of profit or loss and other comprehensive income, consolidated and separate statement of changes in equity, and consolidated and separate statement of cash flows for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of material accounting policies.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the University of Johannesburg group as at 31 December 2024 and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with the *IFRS Accounting Standards as issued by the International Accounting Standards Board* and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997).

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate financial statements section of our report.

We are independent of the University of Johannesburg group in accordance with the *Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code)* and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards)*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated and separate financial statements.

Our determination of materiality is a matter of professional judgement and is affected by our perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the consolidated and separate financial statements as a whole.

Based on our professional judgement, we determined final materiality for the consolidated and separate financial statements as follows:

| Materiality considerations | Consolidated financial statements | Separate financial statements |
|--|--|--|
| Final materiality amount | R161 million | R158 million |
| Basis for determining materiality | 2.5% of total operating expenses amounting to R6 458 126 901 | 2.5% of total operating expenses amounting to R6 333 664 602. |
| Rationale for benchmark applied | Benchmark is an appropriate quantitative indicator of materiality as the University is a non-profit Institution, and its performance is measured on how it uses its funds to meet its strategic goals. | Benchmark is an appropriate quantitative indicator of materiality as the University is a non-profit Institution, and its performance is measured on how it uses its funds to meet its strategic goals. |

Group audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, considering the structure of the group and the accounting processes and controls.

Our audit was scoped by obtaining an understanding of the group and its environment, including common controls and assessing the risk of material misstatement at the Group level. This included discussion with component auditors in performing risk assessment of material misstatement at group level. Components were selected to provide an appropriate basis for undertaking audit work to address the risk of material misstatement at the group level.

The UJ Group comprises of 11 (Eleven) subsidiaries, of which three (3) are dormant. All the subsidiaries are subject to annual statutory audits.

For the Group audit, we scoped in entities based on financial significance and the audit risks identified. We have scoped in for full audit at group level the University of Johannesburg as it is individually significant due to its size in the group and the identified significant risk of material misstatement. In addition, we have specifically scoped in UJ Trust, UJ Metropolitan Academy Trust, UJ Properties (Pty) Ltd, and Million UP Investments (Pty) Ltd, to arrive at a sufficient coverage over material account balances and class of transaction at the Group level.

This resulted in the following coverage at group level:

- 98% of the total operating expenses,
- 99% of total assets and,
- 99.6% of the Revenue.

Six of the subsidiaries have been scoped out at group level and no further procedures were performed.

We have been able to obtain sufficient and appropriate audit evidence about the group financial information to provide an opinion on the consolidated financial statement.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements for the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole and in forming our opinion, and we do not provide a separate opinion on these matters.

We have determined that there are no key audit matters to communicate in respect of the consolidated and separate financial statements.

Other matter

We draw attention to the matter below. Our opinion is not modified in respect of this matters.

The Department of Higher Education and Training statement of profit or loss and other comprehensive income as set out in pages 572 to 575 does not form part of the consolidated and separate financial statements and is presented as additional information. I have not audited this schedule and, accordingly I do not express an opinion on it.

Responsibilities of Council for the consolidated and separate financial statements

The Council is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with *IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997)*, and for such internal control as the Council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the Council is responsible for assessing the group's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the Council either intends to liquidate the group or to cease operations or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

In accordance with the *Public Audit Act 25 of 2004 (PAA)* and the general notice issued in terms thereof, we must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected objectives presented in the annual performance report. The Council is responsible for the preparation of the annual performance report.

We selected the following objectives presented in the annual performance report for the year ended 31 December 2024 for auditing. We selected objectives that measures the University's performance on its primary mandated functions and that are of significant national, community or public interest.

| Strategic Objective | Page numbers | Purpose |
|---------------------------------------|--------------|--|
| Excellence in Research and Innovation | 101 | UJ aims to increase its stature and reputation through the quality, integrity and impact of its research endeavour, particularly as it engages with issues pertinent to the fourth industrial revolution in the pan African context |
| Excellence in Teaching and Learning | 102 - 103 | UJ aims to establish pre-eminence and stature in teaching and learning and to promote outstanding achievements by the full range of its highly diverse student body in intellectually rigorous curricula which respond innovatively to the challenges of the 21st century in general and fourth industrial revolution in particular. |

We evaluated the reported performance information for the selected objectives against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the University's planning and delivery on its mandate and objectives.

We performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the University's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the University' performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently.
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents

We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

We did not identify any material findings on the reported performance information for the Excellence in Research and Innovation and Excellence in Teaching and Learning

Other matter

We draw attention to the matter below.

Achievement of planned targets

Page 100-104 of the annual report includes information on reported achievements against planned targets and provides explanations for over- and under achievements.

Report on compliance with legislation

In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The Council is responsible for the University' compliance with legislation.

We performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the University, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

We did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated and separate financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report that fact.

We have nothing to report in this regard.

Internal control deficiencies

We considered internal control relevant to our audit of the consolidated and separate financial statements, annual performance report and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

We did not identify any significant deficiencies in internal control.

Other reports

We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Agreed-upon procedure engagements:

| Engagement name | Period End | Firm performing the engagement | Status | Expected date of issuing report |
|--|------------|--------------------------------|-------------|---------------------------------|
| FINANCIAL DATA-DHET | 31-Dec-24 | SNG Grant Thornton | In Progress | 25 June 2025 |
| UNIVERSITY OF JOHANNESBURG ANNUAL PERFORMANCE PLAN | 31-Dec-24 | SNG Grant Thornton | Completed | The report has been issued. |
| BRITISH COUNCIL GRANT (USDP) | 31-Dec-24 | PWC | Completed | The report has been issued. |
| RESEARCH& COLLABORATION | 31-Dec-24 | PWC | Completed | The report has been issued. |
| UCDP-FUTURE PROFESSORS PROGRAMME | 31-Dec-24 | PWC | Completed | The report has been issued. |
| UCDP-NESP PROGRAMME | 31-Dec-24 | PWC | In Progress | The report has been issued. |
| UNIVERSITY OF CAPACITY DEVELOPMENT | 31-Dec-24 | PWC | Completed | The report has been issued. |
| SOUTH AFRICAN MEDICAL RESEARCH | 31-Dec-24 | SNG Grant Thornton | Completed | The report has been issued. |
| DHET-IEG INFRASTRUCTURE | 31-Dec-24 | PWC | Completed | The report has been issued. |
| NRF GRANT DEPOSIT | 31-Dec-24 | PWC | Completed | The report has been issued. |
| NRF -SKA | 31-Dec-24 | PWC | Completed | The report has been issued. |
| NRF - CIMERA | 31-Dec-24 | PWC | Completed | The report has been issued. |
| NRF (MAIN PROJECT) | 31-Dec-24 | PWC | Completed | The report has been issued. |
| RAYMOND ACKERMAN ACADEMY CAPITAL | 31-Dec-24 | SNG Grant Thornton | Completed | The report has been issued. |
| RESEARCH PUBLICATIONS | 31-Dec-24 | PWC | Completed | The report has been issued. |

| | | | | |
|------------------------------------|-----------|--------------------|-------------|-----------------------------|
| NEW GENERATIONS OF ACADEMICS | 31-Mar-25 | PWC | Completed | The report has been issued. |
| FOUNDATION GRANT | 31-Mar-25 | PWC | Completed | The report has been issued. |
| UNIVERSITY INTEGRATED | 31-Mar-25 | PWC | Completed | The report has been issued. |
| TEACHING DEVELOPMENT | 31-Mar-25 | PWC | Completed | The report has been issued. |
| HEALTH SCIENCE CLINICAL GRANT | 31-Mar-25 | PWC | In Progress | 25 July 2025 |
| TECHNOLOGY INNOVATION AGENCY (TIA) | 31-Mar-25 | SNG Grant Thornton | Completed | The report has been issued. |
| HEMIS AUDIT | 31-Dec-24 | PWC | In Progress | 25 July 2025 |
| HEALTH SCIENCE CLINICAL ENROLMENT | 31-Dec-24 | PWC | In Progress | 25 July 2025 |
| CONFUCIUS INSTITUTE | 31-Dec-25 | SNG Grant Thornton | In Progress | 26 July 2025 |
| OXFAM SOUTH AFRICA | 31-Mar-25 | PWC | In Progress | 28 July 2025 |
| IDRC - TRCTI | 18-Jan-25 | SNG Grant Thornton | In Progress | 28 July 2025 |
| HEAIDS/HIGHER HEALTH | 31-May-25 | SNG Grant Thornton | In Progress | 28 July 2025 |

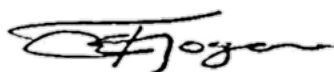
Audit tenure

In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that SNG Grant Thornton has been the auditor of University of Johannesburg for five years.

Disclosure of fee-related matters

In terms of the EAR Rule, we disclose the following fee-related matters:

| | |
|--------------------------|------------|
| Audit Fees | R5 170 933 |
| Non-Assurance audit fees | R846 097 |



Thabo E Mogano
Director
Registered Auditor
23 June 2024
152 14th Road
Noordwyk, Midrand 0168

Annexure to the auditor's report

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

Auditor's responsibilities for the audit*Professional judgement and professional scepticism*

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements and the procedures performed on reported performance information for selected objectives and on the group compliance with selected requirements in key legislation.

Consolidated and separate financial statements

In addition to our responsibility for the audit of the consolidated and separate financial statements as described in this auditor's report, we also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the consolidated and separate financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause the group to cease operating as a going concern
- evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and determine whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

We communicate with the management, Audit and Risk Committee of Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the management, Audit and Risk Committee of Council with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements for the current period and are therefore key audit matters. We describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

| Legislation | Sections or regulations |
|---|--|
| Public Audit Act 25 of 2004 (PAA), GN 3018 of 8 February 2023: Audit Directive for 2023 PFMA 55(1)(c) Regulations for Reporting by Public Higher Education Institutions Higher Education Act 101 of 1997. | Annual Financial statements <ul style="list-style-type: none"> • PAA 14(2)(b) • RRPHEI 7(4)(b)(xii) • HE Act 41(1)(b)(ii) |
| Higher Education Act 101 of 1997 | Asset Management <ul style="list-style-type: none"> • HE Act 20(5) • HE Act 40(3)(a)(i) • HE Act 40(3)(a)(ii) • HE Act 40(3)(a)(iii) |
| Prevention and Combating of Corrupt Activities Act 12 of 2004. | Consequence Management <ul style="list-style-type: none"> • PRECCA 34(1). |
| Regulations for Reporting by Public Higher Education Institutions. | Strategic Planning <ul style="list-style-type: none"> • RRPHEI 4(1) • RRPHEI 4(2) • RRPHEI 5(1) • RRPHEI 5(2)(a) • RRPHEI 5(2)(d) • RRPHEI 5(2)(g) • RRPHEI 5(2)(m) • RRPHEI 6(2) • RRPHEI 6(2)(d) • RRPHEI 6(3) |
| Higher Education Act 101 of 1997 | Procurement and Contract Management <ul style="list-style-type: none"> • Higher Education Act s34(4)(a) • Higher Education Act s34(4)(b) • Higher Education Act s34(5) • Higher Education Act s34(6) • Higher Education Act s27(7)(c) • Higher Education Act s27(7)(e) & s27(7)(A)-(C) |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Statements of Financial Position

| Figures in R `000 | Notes | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|-------|----------------------|----------------------|--------------------|--------------------|
| Assets | | | | | |
| Non-current assets | | | | | |
| Property, plant and equipment | 6 | 3,512,447 | 3,391,356 | 3,350,538 | 3,239,720 |
| Intangible assets | 7 | 13,027 | 14,562 | 13,027 | 14,562 |
| Investment in subsidiaries | 8 | - | - | 216,521 | 215,166 |
| Financial assets at fair value through profit or loss | 11 | 6,871,425 | 5,917,672 | 5,501,092 | 4,728,473 |
| Post-employee benefits asset | 18 | 828,136 | 825,949 | 828,136 | 825,949 |
| Total non-current assets | | 11,225,035 | 10,149,539 | 9,909,314 | 9,023,870 |
| Current assets | | | | | |
| Inventories | 9 | 12,556 | 17,311 | 12,556 | 17,220 |
| Trade and other receivables | 10 | 702,921 | 586,036 | 693,206 | 547,038 |
| - Student fees | | 480,004 | 406,203 | 476,376 | 404,835 |
| - Other receivables | | 222,917 | 179,833 | 216,830 | 142,203 |
| Loans to subsidiaries | 8 | - | - | - | 7,226 |
| Cash and cash equivalents | 12 | 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |
| Total current assets | | 2,765,235 | 2,755,147 | 2,725,775 | 2,681,673 |
| Total assets | | 13,990,270 | 12,904,686 | 12,635,089 | 11,705,543 |
| Equity and liabilities | | | | | |
| Equity | | | | | |
| Non-distributable reserves | | 3,525,471 | 3,405,916 | 3,363,563 | 3,254,284 |
| Funds invested in property, plant and equipment | | 3,525,471 | 3,405,916 | 3,363,563 | 3,254,284 |
| Reserve funds | | 7,460,764 | 6,727,111 | 6,272,476 | 5,662,861 |
| <i>Restricted use funds</i> | | <i>2,384,027</i> | <i>2,125,313</i> | <i>1,221,330</i> | <i>1,098,697</i> |
| Student residences funds | | 279,061 | 240,667 | 279,061 | 240,667 |
| Trust/donor/bursary funds | | 2,104,966 | 1,884,646 | 942,270 | 858,030 |
| <i>Unrestricted use funds</i> | | <i>5,076,737</i> | <i>4,601,798</i> | <i>5,051,146</i> | <i>4,564,163</i> |
| Designated/committed funds | | 2,488,787 | 1,685,404 | 2,488,786 | 1,685,403 |
| Undesignated funds | | 2,587,950 | 2,916,394 | 2,562,360 | 2,878,760 |
| Total equity | | 10,986,235 | 10,133,027 | 9,636,040 | 8,917,145 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Statements of Financial Position

| Figures in R `000 | Notes | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|-------|----------------------|----------------------|--------------------|--------------------|
| Liabilities | | | | | |
| Non-current liabilities | | | | | |
| Provisions | 13 | 27,975 | 27,975 | 27,975 | 27,975 |
| Lease liabilities | 15 | 2,029 | 2,134 | 13,307 | 24,020 |
| Deferred income | 17 | 12,214 | 147,452 | 12,214 | 147,452 |
| Post-employee benefits obligation | 18 | 273,925 | 266,788 | 273,925 | 266,788 |
| Total non-current liabilities | | 316,143 | 444,349 | 327,422 | 466,235 |
| Current liabilities | | | | | |
| Provisions | 13 | 56,395 | 56,829 | 56,395 | 56,829 |
| Trade and other payables | 14 | 2,235,239 | 1,986,599 | 2,220,363 | 1,978,420 |
| Student deposits and accounts in credit | 16 | 289,468 | 274,571 | 280,127 | 269,591 |
| Lease liabilities | 15 | 559 | 1,674 | 7,479 | 9,686 |
| Deferred income | 17 | 106,231 | 7,637 | 106,231 | 7,637 |
| Loans from subsidiaries | 8 | - | - | 1,033 | - |
| Total current liabilities | | 2,687,892 | 2,327,310 | 2,671,628 | 2,322,163 |
| Total liabilities | | 3,005,310 | 2,771,659 | 2,999,050 | 2,788,398 |
| Total equity and liabilities | | 13,990,270 | 12,904,686 | 12,635,089 | 11,705,543 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Statements of Profit or Loss and Other Comprehensive Income

| Figures in R `000 | Notes | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|-------|----------------------|----------------------|--------------------|--------------------|
| Revenue | | 5,839,745 | 5,654,274 | 5,816,108 | 5,631,813 |
| State appropriations - subsidies and grants | 19 | 2,722,017 | 2,720,089 | 2,722,017 | 2,720,089 |
| Tuition and other fee income | 20 | 2,762,844 | 2,572,194 | 2,739,207 | 2,549,733 |
| Research income | 21 | 354,884 | 361,991 | 354,884 | 361,991 |
| Other operating income | 22 | 472,710 | 360,029 | 440,157 | 304,971 |
| Operating income | | 6,312,455 | 6,014,303 | 6,256,265 | 5,936,784 |
| Personnel costs | 23 | (3,948,445) | (3,713,905) | (3,878,084) | (3,663,822) |
| Depreciation | 6 | (122,765) | (110,205) | (125,848) | (115,319) |
| Amortisation | 7 | (1,632) | (1,335) | (1,632) | (1,335) |
| Bursaries awarded | 24 | (505,926) | (431,831) | (505,926) | (431,831) |
| Impairment of student and other debt | 10 | (136,267) | (149,240) | (137,335) | (139,825) |
| Other expenses | 25 | (1,866,163) | (1,716,842) | (1,820,980) | (1,676,583) |
| Operating loss before interest and fair value movements | | (268,743) | (109,055) | (213,540) | (91,931) |
| Finance income | 26 | 96,116 | 139,676 | 93,584 | 136,712 |
| Finance costs | 27 | (817) | (697) | (1,499) | (933) |
| Income from investments | 28 | 417,124 | 426,903 | 361,605 | 377,472 |
| Investments fair value gains | 29 | 691,257 | 229,758 | 556,520 | 170,401 |
| Profit for the year | | 934,937 | 686,585 | 796,670 | 591,721 |
| Other comprehensive income | | | | | |
| <i>Items that will not be subsequently reclassified to profit or loss</i> | | | | | |
| Actuarial losses on defined benefit plans | 18 | (77,775) | (400) | (77,775) | (400) |
| Total comprehensive income | | 857,162 | 686,185 | 718,896 | 591,321 |
| Profit for the year attributable to: | | | | | |
| - University | | 934,937 | 686,585 | 796,670 | 591,721 |
| | | 934,937 | 686,585 | 796,670 | 591,721 |
| Total comprehensive income attributable to: | | | | | |
| - University | | 857,162 | 686,185 | 718,896 | 591,321 |
| | | 857,162 | 686,185 | 718,896 | 591,321 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Statements of Changes in Equity - Group

| Figures in R '000 | Undesignated Funds * | Designated / Committed Funds** | Total Unrestricted use funds* | Trust / Donor / Bursaries Funds | Student Residence Funds** | Total Restricted use funds | Funds invested in Property, Plant and Equipment | TOTAL* |
|---|----------------------|--------------------------------|-------------------------------|---------------------------------|---------------------------|----------------------------|---|-------------------|
| Consolidated | | | | | | | | |
| Balance as at 01 January 2024 | 2,912,440 | 1,685,404 | 4,597,843 | 1,884,646 | 240,667 | 2,125,313 | 3,405,916 | 10,129,073 |
| Profit for the year | 408,684 | 258,797 | 667,481 | 228,611 | 38,845 | 267,457 | - | 934,937 |
| Actuarial losses on defined benefit plans | (77,775) | - | (77,775) | - | - | - | - | (77,775) |
| Total comprehensive income | 330,909 | 258,797 | 589,706 | 228,611 | 38,845 | 267,457 | - | 857,162 |
| Movement in funds | (655,399) | 544,586 | (110,813) | (8,291) | (451) | (8,742) | 119,555 | - |
| Balance as at 31 December 2024 | 2,587,950 | 2,488,787 | 5,076,736 | 2,104,966 | 279,061 | 2,384,027 | 3,525,471 | 10,986,235 |
| Balance as at 01 January 2023 | 2,798,520 | 1,721,561 | 4,520,081 | 1,744,007 | 60,478 | 1,804,485 | 3,122,276 | 9,446,842 |
| Profit for the year | 266,620 | 200,534 | 467,154 | 155,032 | 64,399 | 219,431 | - | 686,585 |
| Actuarial losses on defined benefit plans | (400) | - | (400) | - | - | - | - | (400) |
| Total comprehensive income | 266,220 | 200,534 | 466,754 | 155,032 | 64,399 | 219,431 | - | 686,185 |
| Movement in funds | (148,346) | (236,692) | (385,038) | (14,393) | 115,790 | 101,397 | 283,640 | - |
| Balance as at 31 December 2023 | 2,916,394 | 1,685,404 | 4,601,797 | 1,884,646 | 240,667 | 2,125,313 | 3,405,916 | 10,133,027 |

Note:

* The opening balance of undesignated Funds has been adjusted by R3.9 million, the adjustment is due to audit adjustments in the university subsidiaries finalised post the consolidated financial statements. This adjustment is also adjusted in the movement in funds under undesignated funds reserves.

**The council has approved a total of R 365 million for the refurbishment of the student residence. The refurbishment will be financed first from the student residence funds and the balance from committed funds.

University of Johannesburg

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Statements of Changes in Equity - University Figures in R '000

| University | Undesignated Funds | Designated / Committed Funds ***** | Total Unrestricted use funds * | Trust / Donor / Bursaries Funds ***** | Student Residence Funds ***** | Total Restricted use funds ** | Funds invested in Property, Plant and Equipment *** | TOTAL |
|---|-----------------------|--|--------------------------------------|---|-------------------------------------|-------------------------------------|--|------------------|
| Balance as at 01 January 2024 | 2,878,760 | 1,685,403 | 4,564,163 | 858,030 | 240,667 | 1,098,697 | 3,254,284 | 8,917,145 |
| Profit for the year | 410,292 | 258,797 | 669,089 | 88,736 | 38,845 | 127,581 | - | 796,670 |
| Actuarial losses on defined benefit plans | (77,775) | - | (77,775) | - | - | - | - | (77,775) |
| Total comprehensive income | 332,518 | 258,797 | 591,315 | 88,736 | 38,845 | 127,581 | - | 718,896 |
| Movement in funds **** | (648,918) | 544,586 | (104,332) | (4,496) | (451) | (4,947) | 109,279 | 0 |
| Balance as at 31 December 2024 | 2,562,360 | 2,488,786 | 5,051,146 | 942,270 | 279,061 | 1,221,330 | 3,363,563 | 9,636,041 |
| Balance as at 01 January 2023 | 2,791,393 | 1,721,561 | 4,512,954 | 813,830 | 60,478 | 874,308 | 2,938,562 | 8,325,824 |
| Profit for the year | 269,331 | 200,534 | 469,865 | 57,457 | 64,399 | 121,856 | - | 591,721 |
| Actuarial losses on defined benefit plans | (400) | - | (400) | - | - | - | - | (400) |
| Total comprehensive income | 268,931 | 200,534 | 469,465 | 57,457 | 64,399 | 121,856 | - | 591,321 |
| Movement in funds **** | (181,564) | (236,692) | (418,256) | (13,257) | 115,790 | 102,533 | 315,722 | - |
| Balance as at 31 December 2023 | 2,878,760 | 1,685,403 | 4,564,163 | 858,030 | 240,667 | 1,098,697 | 3,254,284 | 8,917,145 |

Notes:

* "Unrestricted Use" funds available as referred to in note 3.

** "Restricted Use" funds available as referred to in note 3.

*** "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.

**** "Movement in funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

*****The council has approved a total of R 365 million for the refurbishment of the student residence. The refurbishment will be financed first from the student residence funds and the balance from committed funds.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Statements of Cash Flows

| Figures in R `000 | Notes | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|-----------|----------------------|----------------------|--------------------|--------------------|
| Cash flows from operating activities | | | | | |
| Cash utilised from operating activities | 32 | (16,858) | (252,506) | (5,212) | (249,202) |
| Interest paid | 27 | (6) | (143) | (2) | (2) |
| Interest received | 26 | 36,482 | 85,949 | 33,950 | 82,985 |
| Net cash flows from / (used in) operating activities | | 19,618 | (166,700) | 28,736 | (166,219) |
| Cash flows used in investing activities | | | | | |
| Addition of investments in related parties | 8 | - | - | (1,355) | (8,800) |
| Proceeds from payout from investment | | | | | 3,605 |
| Repayment of loans from subsidiary | 8 | - | - | 7,226 | (372) |
| Interest received relating to financial assets | 28 | 124,048 | 150,498 | 124,048 | 150,498 |
| Dividends received relating to financial assets | 28 | 1,305 | 1,518 | 1,305 | 1,518 |
| Proceeds from sales of property, plant and equipment | | 1,888 | 1,364 | 2,055 | 1,168 |
| Purchase of property, plant and equipment | 6 | (246,299) | (392,561) | (242,301) | (391,086) |
| Purchases of intangible assets | 7 | (146) | (793) | (146) | (793) |
| Proceeds from sale of intangible assets | 7 | - | - | - | - |
| Cash flows used in investing activities | | (119,204) | (239,974) | (109,168) | (244,262) |
| Cash flows used in financing activities | | | | | |
| Repayment of lease liability | 15 | (1,667) | (1,345) | (9,281) | (9,631) |
| Repayment of finance cost on lease liability | 15 | (789) | (645) | (1,497) | (931) |
| Loans from subsidiary | | - | - | 1,033 | - |
| Cash flows used in financing activities | | (2,456) | (1,990) | (9,745) | (10,562) |
| Net decrease in cash and cash equivalents | | (102,042) | (408,664) | (90,176) | (421,043) |
| Cash and cash equivalents at beginning of the year | | 2,151,800 | 2,560,464 | 2,110,189 | 2,531,232 |
| Cash and cash equivalents at end of the year | 12 | 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

1. General information

The consolidated and separate financial statements were authorised for issue by the Council on 20 June 2025.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa. The address of its registered office is Cnr University and Kingsway Road, Auckland Park.

2. Basis of preparation and summary of material accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rands (thousands, except where specifically disclosed).

The consolidated and separate financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards ("IFRS Accounting Standards") and the Companies Act 71 of 2008 of South Africa. The separate financial statements of the University of Johannesburg have been prepared per the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended.

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets – measured at fair value, and
- defined benefit pension plans – plan assets measured at fair value.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 4.

Going concern

The consolidated and separate financial statements of the University of Johannesburg have been prepared on a going concern basis. Additional information is disclosed in note 35.

2.1 Consolidation

Subsidiaries

Subsidiaries are all entities over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Inter-entity transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the group's accounting policies.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

2.2 Foreign currency translation

Functional and presentation currencies

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

All foreign exchange gains and losses are presented in the statement of profit or loss and comprehensive income within 'other operating expenses'.

2.3 Property, plant and equipment

Recognition

Property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Initial measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- The grant is deducted from the carrying amount of the asset when the University has complied with all the conditions attached to the purchase or construction of the asset.

Subsequent measurement - Cost model

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent expenditure incurred on items of property, plant and equipment is only capitalised to the extent that such expenditure enhances the value or previous capacity of those assets. Repairs and maintenance not deemed to enhance the economic benefit or service potential of items of property, plant and equipment are expensed as incurred.

Where the entity replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component.

Depreciation

Depreciation of an asset commences when it is available for use, and ceases at the earlier of the date that the asset is classified as held for sale, or the date that the asset is derecognised.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

The grant is recognised in profit or loss over the life of a depreciable asset as a reduced depreciation expense.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

| Category | Years |
|---|----------------|
| Buildings | 80 years |
| Building Lifts | 60 years |
| Air-conditioner plants | 20 years |
| Electric generators | 25 years |
| Air-conditioners | 22 years |
| Uninterrupted power supply | 20 years |
| Furniture and equipment (including gas boilers) | 20 to 22 years |
| Computer equipment | 12 years |
| Vehicles | 17 years |
| Network and mainframe computer equipment | 15 years |

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of profit or loss and comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R10 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit or loss.

Impairments

The university tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in profit or loss, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

Where the estimated impairment loss exceeds the carrying amount of the asset to which it relates, the resulting liability is only recognised if it is required by another standard.

Compensation from third parties for items of property, plant and equipment that were impaired, lost or given up are included in profit or loss when the compensation becomes receivable.

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised when the asset is disposed of or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. Gains are classified as other gains on the face of the statements of profit or loss and other comprehensive income.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

2.4 Intangible assets

Recognition

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

An assessment of the probability of expected future economic benefits that will flow to the entity as a result of the use of an asset is made by management before the asset is recognised. This includes using reasonable and supportive assumptions that represent a best estimate of the set of economic conditions that will exist over the useful life of the asset.

Initial measurement

Intangible assets are initially measured at cost.

Separately acquired assets are initially measured at their purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, and any directly attributable cost of preparing the asset for its intended use. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use.

Acquisitions by way of a government grants are initially measured at fair value.

The cost of assets acquired through an exchange of assets is measured at fair value at acquisition date unless the exchange lacks commercial substance, or the fair value of neither the asset received nor the asset given up is reliably measurable. The acquired asset is immediately measured in this way even if the asset given up cannot immediately be derecognised. If the acquired asset is not measured at fair value, its cost is measured using the carrying amount of the asset given up.

Subsequent measurement - Cost model

After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation

Artwork has been identified as having an indefinite useful life as there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows.

For other intangible assets amortisation is allocated on a systematic basis over its useful life. Where an intangible asset has a residual value, the amortisation amount is determined after deducting its residual value.

The residual values of intangible assets are assumed zero.

Residual values as well as the useful lives of all assets are reviewed annually. Changes in residual values are treated as a change in estimate and treated in accordance with the relevant accounting policies.

The classification of useful lives and amortisation methods for the various classes of assets are as follows:

| Category | Years |
|----------|------------------------|
| Software | 10 years |
| Artwork | Indefinite useful life |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Impairments

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Retirements and disposals

An asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on disposal is recognised in profit or loss.

2.5 Financial Assets

Classification

The University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the purpose for which the financial assets were acquired and their contractual cash flows. Management determines the classification of its financial assets at initial recognition.

a) Fair value financial assets through profit and loss

The University classifies the financial assets as fair value through profit or loss, as the cash flows from the instruments are not solely payments of principal and interest. These are included in non-current assets.

Mandated external investment managers carry out the investment of the University's funds. The funds are managed in three separate Balanced Fund Portfolios, One Absolute Return Fund and a Passive Tracker on Offshore Indices. The main objective of these portfolios is long term growth.

b) Financial assets carried at amortised cost

The University classifies its financial assets at amortised cost only if both of the following criteria are met:

- the asset is held within a business model with the objective of collecting the contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

These are included in current assets because they are very short-term in nature and mature within 12 months.

The University's trade receivables comprise student receivables, which are amounts due by customers for the services performed in the ordinary course of business. The University holds student receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Recognition and measurement

a) Fair value financial assets through profit and loss

Fair value financial assets measured through profit and loss are recognised on the trade date, which is the date that the University commits to purchase the asset. Fair value financial assets measured through profit and loss are initially recognised at fair value. Fair value movements are subsequently recognised in profit or loss. All transaction costs are expensed as incurred. Changes in the fair value of financial assets measured at fair value through profit or loss are recognised in other gains or losses in the statement of profit or loss and other comprehensive income as applicable.

The fair value of investments is based on quoted closing prices and other appropriate valuation methodologies as this is most representative of fair value in the circumstance.

Dividends on investments are recognised in the statement of profit or loss and comprehensive income as part of income from investments when the University's right to receive payments is established.

Interest on investments are recognised in the statement of profit or loss and comprehensive income as part of income from investments when the University's right to receive payments is established.

b) Financial assets carried at amortised cost

Financial assets measured at amortised cost are financial assets held within a business model aimed at holding the asset in order to collect contractual cash flows. Timing of these cash flows is determined in the contract and comprise solely payments of principle and interest. Assets measured at amortised cost are initially recognised at fair value plus any directly attributable transaction costs. For trade receivables, the transaction price is deemed to be equal to the fair value. Subsequently, these assets are carried at amortised cost using the effective interest method.

Impairment of financial assets

(a) Assets carried at amortised cost

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the non-registration of a student, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments resulting in a breach of contract.

Impairment losses on trade and other receivables are presented as net impairment losses within the statement of profit or loss and comprehensive income. When a trade or other receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease is due to a change in assumption, the reversal of the previously recognised impairment loss is recognised in the statement of profit or loss and comprehensive income.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Derecognition

The University derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.6 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash and cash equivalents are initially measured at fair value and are subsequently measured at amortised cost. Impairment on cash and cash equivalents is measured on a 12 month expected loss basis and reflects the short maturities of the exposures. The University considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counter parties with whom balances are held.

2.7 Trade and other payables

Trade payables are current obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payable are classified as current liabilities if payment is due within 12 months.

Recognition

Trade payables are measured initially at fair value, and subsequently measured at amortised cost using the effective interest method. Transactional costs is immaterial, thus no

Derecognition

The group derecognises trade payables when, and only when, the group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

2.8 Inventories

Recognition

Inventories are recognised as an asset when

- it is probable that future economic benefits associated with the item will flow to the entity; and
- the cost of the inventories can be measured reliably.

Measurement

Inventories are initially measured at cost. Cost include:

- costs of purchase (including taxes, transport, and handling) net of trade discounts received and
- other costs incurred in bringing the inventories to their present location and condition

Inventories are subsequently measured at the lower of cost and net realisable value using the first-in-first-out method.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

2.9 Taxation

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from income tax and are liable for normal South African Income Tax.

2.10 Leases

The University leases various buildings and vehicles. Rental contracts are typically made for fixed periods of 6 months to 4 years. Contracts may contain both lease and non-lease components. The University allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the University is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Liabilities arising from a lease are initially measured on a net present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- the exercise price of a purchase option if the University is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the University exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the University, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are initially measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the University is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

University of Johannesburg

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Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Right-of-use assets impairment loss occurs when the cash flows expected to be generated from an asset over its useful life can no longer support the carrying value of that asset. When this occurs, the carrying value of the asset is reduced to its recoverable amount.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less, with no expectation of renewal. Low-value assets comprise IT equipment and small items of office furniture, which has an individual asset cost below R10 000.

2.11 Provisions and contingencies

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets and liabilities are not recognised, but details are disclosed in the notes to the consolidated and separate financial statements.

2.12 Revenue

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

Fees are based on the fee book, standard tuition and residence fee, which is approved by council. There are no significant judgements applied in the determination of revenue.

Tuition and other fee income

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Revenue from tuition, other related fees and residence fees, is recognised over time in the accounting period in which the service relates. When the University is not able to reasonably measure the outcome of the obligation under the contract but expects to recover the costs incurred in satisfying the obligations to date, revenue shall be recognised only to the extent that expenses incurred are eligible to be recovered. Deposits and over payments provided by prospective students are treated as current liabilities until the amount is billed as due.

State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset. Subsidies and grants are in the scope of IAS 20.

Research income

a) Research income in the scope of IAS 20

Research income received from Government is recognised in terms of IAS 20. Revenue is recognised as income in the financial period in which the University has reasonable assurance it will comply with any conditions attached to the grant.

b) Research income in the scope of IFRS 15

Research income not received from Government, is recognised within the scope of IFRS 15, over time. The amount of research income in the scope of IFRS 15 is not material.

2.13 Donations

Bursary and research donations are recognised on receipt of funds from relevant contracts. These donations are included in 'other operating income' in the statement of profit or loss and comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.

2.14 Other operating income

Other operating income includes public sales and services, project income, consultation income, donation income, hire of facilities, sundry income and other income. Other operating income are recognised in the period in which they accrue.

2.15 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

Any unspent portion of such grant, at the end of the financial year, is transferred on the statement of change in equity to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted use Funds is made to unrestricted funds / council controlled funds. Refer note 3 Fund allocation for further details.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Income received for undesignated purposes represent grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. This revenue or other operating income is recognised in the financial period in which the University receives these funds.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate; the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled but with stipulation that the grant should be used to compensate certain types of expenditure are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

2.16 Loans to subsidiaries

Loans to subsidiaries are recognised initially at fair value. Loans to subsidiaries and associates are subsequently stated at amortised cost.

Loans to subsidiaries do not have any contractual repayment terms and do not incur interest and are deemed to be payable on demand.

The University applies the IFRS 9 general approach to measuring expected credit losses, stage1 methodology will be used as the loans to subsidiaries are very short-term in nature and are usually due within 12 months.

2.17 Finance Income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

2.18 Employee obligations

Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which has a defined contribution plan portion;
- The University of Johannesburg Pension Fund, which has a defined benefit plan portion; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff do not belong to any of these funds.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of profit or loss and comprehensive income, within "personnel" costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method, taking into account a discount rate, inflation rate, salary increase rate and pension increase allowance rate. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

Ownership of surplus in the University's pension fund is addressed by way of the Pension Funds Second Amendment Act. In terms of paragraph 65 of IAS 19, the asset recognised in the University's statement of financial position is the maximum of the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. In terms of the rules of the fund, all surplus is credited to the Employer Surplus Account.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in profit or loss, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-Rand Afrikaans University (RAU).

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post- retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement profit or loss and of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-VISTA are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Basis of preparation and summary of material accounting policies continued...

Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.19 Government grants - Deferred income

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of profit or loss and comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the purchase or construction of the asset. The grant is then deducted from the carrying amount of the asset. The grant is recognised in profit or loss over the life of a depreciable asset as a reduced depreciation expense.

3. Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

Available funds

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- Available funds, restricted use
 - o National Research Foundation and similar funds – restricted use
 - o Endowment funds – restricted use
 - o Bursaries and scholarship funds – restricted use
 - o Residences funds - restricted use
 - o Funds attributable to fair value adjustments - restricted use

University of Johannesburg

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Accounting Policies

Fund allocation continued...

- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of “unrestricted funds”. Under the grouping “Designated-use funds” a further category is used, namely “Committed funds”, this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections
- Committed funds
 - o Capital projects
 - o Future pension fund shortfalls

b) Undesignated -use funds

These comprise funds arising from profit and losses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

4. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2024 are disclosed in note 18.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Critical accounting estimates and judgements continued...

Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 18.2.

Disability Fund

Principal actuarial assumptions for the disability fund for the period ended 31 December 2024 are disclosed in note 18.3.

Impairment of related party loan

Management assesses impairment of financial assets by considering a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future payments taking into account the term of the loans.

Residual values and useful lives of assets

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment. The useful life of all zero value assets is reviewed on an ongoing basis.

Fair value of financial assets

The fair value of the investments is based on the closing market values and other appropriate valuation methodologies at the reporting period. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

Provision for credit losses

IFRS 9's impairment requirements use forward-looking information to recognise expected credit losses (ECL). Instruments within the scope of the requirements included loans and other debt-type financial assets measured at amortised cost, trade receivables.

The University considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collection ability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').
- financial instruments that are outstanding for greater than 90 days and are credit-impaired ('Stage 3').

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Critical accounting estimates and judgements continued...

Impairment of financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in the tables included in note 31.

5. Changes in accounting policies and disclosures

5.1 Standards and Interpretations effective and adopted in the current year

Amendment to IFRS 16 – Leases on sale and leaseback. These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.

01 January 2024

Management has performed a high level impact assessment and there is no impact.

Amendment to IAS 1 – Non-current liabilities with covenants. These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period

01 January 2024

Management has performed a high level impact assessment, however this standard has no impact to UJ as UJ does not have liabilities that have covenants.

Amendments to IAS 1 - Classification of Liabilities as Current and Non-current

01 January 2024

Management has performed a high level impact assessment and the amendments have been applied accordingly.

Amendment to IAS 7 and IFRS 7 - Supplier finance. These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on an entity's liabilities, cash flows and exposure to liquidity risk. The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis.

01 January 2024

Management has performed a high level impact assessment, however this standard has no impact to UJ as UJ does not have supplier finance arrangements with any financial service provider.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Changes in accounting policies and disclosures continued...

IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information is to disclose information about its sustainability-related risks and opportunities that is useful to primary users of general purpose financial reports in making decisions relating to providing resources to the entity.

This Standard requires an entity to disclose information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term. For the purposes of this Standard, these risks and opportunities are collectively referred to as 'climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects'.

IFRS S2 Climate-related Disclosures is to require an entity to disclose information about its climate-related risks and opportunities that is useful to primary users of general purpose financial reports in making decisions relating to providing resources to the entity.

This Standard requires an entity to disclose information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term. For the purposes of this Standard, these risks and opportunities are collectively referred to as 'climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects'.

01 January 2024, is applied on a voluntary basis as adoption is subject to jurisdiction application.

01 January 2024, is applied on a voluntary basis as adoption is subject to jurisdiction application.

The mandatory application of the ISSB standards is dependent on their adoption by a jurisdiction into applicable law. Currently the ISSB standards are not mandatory in South Africa. Section 29 of the Companies Act No 71 of 2008 only state that "in the case of financial reporting standards for public companies, must be in accordance with the International Financial Reporting Standards (IFRS) of the International Accounting Standards Board (IASB) or its successor body". Management has performed high level impact assessment and will continue to assess to establish impact.

The mandatory application of the ISSB standards is dependent on their adoption by a jurisdiction into applicable law. Currently the ISSB standards are not mandatory in South Africa. Section 29 of the Companies Act No 71 of 2008 only state that "in the case of financial reporting standards for public companies, must be in accordance with the International Financial Reporting Standards (IFRS) of the International Accounting Standards Board (IASB) or its successor body". Management has performed high level impact assessment and will continue to assess to establish impact.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Accounting Policies

Changes in accounting policies and disclosures continued...

5.2 New standards and interpretations not yet adopted

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

| | Effective date: Years beginning on or after | Expected impact |
|---|---|---|
| Amendments to IAS 21 - Lack of Exchangeability. An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. | 01 January 2025 (early adoption is available) | Currently there is no impact. To assess the impact in the future. |
| Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments. These amendments: • clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;• clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;• add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and• make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI). | 01 January 2026 (early adoption is available) | Currently there is no impact. To assess the impact in the future. |

Accounting Policies

Changes in accounting policies and disclosures continued...

IFRS 18 Presentation and Disclosure in Financial Statements. This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to: •the structure of the statement of profit or loss (Operating, Investing, Financing, Income tax and Discontinued operation); • required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity’s financial statements (that is, management-defined performance measures); and • enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

01 January 2027

Management has performed a high level impact assessment and are not expecting any material changes.

IFRS 19 Subsidiaries without Public Accountability: Disclosures. This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19. IFRS 19’s reduced disclosure requirements balance the information needs of the users of eligible subsidiaries’ financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if: • it does not have public accountability; and • it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

01 January 2027

Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

6. Property, plant and equipment

Balances at year end and movements for the year

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|--|------------------|----------------|-----------------|----------------------------|---------------|----------------|-----------------------|--------------------|---------------------|------------------------|------------------|--|------------------|
| Reconciliation for the year ended 31 December 2024 - Consolidated | | | | | | | | | | | | | |
| Balance at 1 January 2024 | | | | | | | | | | | | | |
| At cost | 2,743,256 | 61,645 | 7,395 | 73,882 | 72,253 | 9,185 | 1,173,665 | 245,086 | 38,708 | 15,238 | 59,018 | 245,452 | 4,744,783 |
| Accumulated depreciation | (468,613) | (17,207) | (4,837) | (53,438) | (33,645) | (7,807) | (512,558) | (80,137) | (15,719) | (7,603) | (29,184) | (122,679) | (1,353,427) |
| Net book value | 2,274,643 | 44,438 | 2,558 | 20,444 | 38,608 | 1,378 | 661,107 | 164,949 | 22,989 | 7,635 | 29,834 | 122,773 | 3,391,356 |
| Movements for the year ended 31 December 2024 | | | | | | | | | | | | | |
| Additions | 45,428 | 296 | 393 | 3,960 | 9,353 | - | 120,455 | 35,761 | 2,549 | - | 5,173 | 22,484 | 245,853 |
| Depreciation | (30,863) | (948) | (644) | (1,892) | (2,812) | (1,378) | (49,559) | (20,008) | (1,229) | (724) | (1,824) | (11,048) | (122,929) |
| Disposals at cost | - | - | (4,604) | - | (1,460) | - | (1,132) | (2,084) | - | - | - | (1,140) | (10,421) |
| Accumulated depreciation on disposals | - | - | 4,604 | - | 993 | - | 934 | 1,303 | - | - | - | 756 | 8,590 |
| Closing balance at 31 December 2024 | | | | | | | | | | | | | |
| At cost | 2,788,687 | 61,942 | 3,219 | 77,729 | 80,146 | 9,185 | 1,293,150 | 278,762 | 41,258 | 15,238 | 64,191 | 266,797 | 4,980,304 |
| Accumulated depreciation | (499,479) | (18,155) | (912) | (55,217) | (35,465) | (9,185) | (561,345) | (98,842) | (16,949) | (8,328) | (31,008) | (132,972) | (1,467,857) |
| Net book value | 2,289,208 | 43,787 | 2,307 | 22,512 | 44,681 | - | 731,805 | 179,920 | 24,309 | 6,910 | 33,183 | 133,825 | 3,512,447 |
| Assets with zero net carrying value as at 31 December 2024 included in the balances above (cost price). | 10,860 | 1,200 | - | 24,928 | 8,691 | - | 30,335 | 10,928 | 1,800 | - | 2,762 | 46,440 | 165,833 |

As of 31 December 2024, included in the carrying amount for Land & Buildings, is property to the value of R186 650 (2023: R197 508) that is still under construction.

During 2024, assets with a cost amount of R21 401 (2023: R22 552) were reduced as a result of government grants received (note 2.20 note 17).

As of 31 December 2024, assets with an accumulated cost amount of R949 262 (2023: R927 861) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2024, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2023: R112 168).

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2024

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Property, plant and equipment continued...

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|---|------------------|----------------|-----------------|----------------------------|---------------|----------------|-----------------------|--------------------|---------------------|------------------------|------------------|--|------------------|
| Reconciliation for the year ended 31 December 2023 - Consolidated | | | | | | | | | | | | | |
| Balance at 1 January 2023 | | | | | | | | | | | | | |
| At cost | 2,549,035 | 60,805 | 4,605 | 71,977 | 54,547 | 8,904 | 1,061,902 | 219,679 | 31,510 | 15,238 | 56,911 | 218,878 | 4,353,991 |
| Accumulated depreciation | (440,134) | (16,263) | (4,482) | (51,749) | (31,854) | (5,784) | (469,992) | (62,667) | (14,673) | (6,878) | (27,537) | (114,806) | (1,246,819) |
| Net book value | 2,108,901 | 44,542 | 123 | 20,228 | 22,693 | 3,120 | 591,910 | 157,012 | 16,837 | 8,360 | 29,374 | 104,072 | 3,107,172 |
| Movements for the year ended 31 December 2023 | | | | | | | | | | | | | |
| Additions | 194,222 | 841 | 2,791 | 1,914 | 18,706 | 280 | 112,901 | 25,694 | 7,176 | - | 2,104 | 29,004 | 395,632 |
| Depreciation | (28,480) | (946) | (356) | (1,698) | (2,198) | (2,022) | (43,639) | (17,661) | (1,024) | (726) | (1,644) | (9,812) | (110,206) |
| Disposals at cost | - | - | - | - | (993) | - | (337) | (415) | - | - | - | (2,447) | (4,192) |
| Accumulated depreciation on disposals | - | - | - | - | 400 | - | 273 | 319 | - | - | - | 1,956 | 2,948 |
| Closing balance at 31 December 2023 | | | | | | | | | | | | | |
| At cost | 2,743,256 | 61,645 | 7,395 | 73,882 | 72,253 | 9,185 | 1,173,665 | 245,086 | 38,708 | 15,238 | 59,018 | 245,452 | 4,744,783 |
| Accumulated depreciation | (468,613) | (17,207) | (4,837) | (53,438) | (33,645) | (7,807) | (512,558) | (80,137) | (15,719) | (7,603) | (29,184) | (122,679) | (1,353,427) |
| Net book value | 2,274,643 | 44,438 | 2,558 | 20,444 | 38,608 | 1,378 | 661,107 | 164,949 | 22,989 | 7,635 | 29,834 | 122,773 | 3,391,356 |
| Assets with zero net carrying value as at 31 December 2023 included in the balances above (cost price). | 10,860 | 1,200 | - | 24,928 | 8,691 | - | 30,335 | 10,928 | 1,800 | - | 2,762 | 46,440 | 165,833 |

As of 31 December 2023, included in the carrying amount for Land & Buildings, is property to the value of R197 508 (2022: R156 981) that is still under construction.

During 2023, assets with a cost amount of R 22 552 (2022: R55 787) were reduced as a result of government grants received (note 2.20 note 17).

As of 31 December 2023, assets with an accumulated cost amount of R927 861 (2022: R905 309) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2023, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2022: R112 168).

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Figures in R '000

Property, plant and equipment continued...

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|--|------------------|----------------|-----------------|----------------------------|---------------|----------------|-----------------------|--------------------|---------------------|------------------------|------------------|--|------------------|
| Reconciliation for the year ended 31 December 2024 - University | | | | | | | | | | | | | |
| Balance at 1 January 2024 | | | | | | | | | | | | | |
| At cost | 2,545,261 | 56,724 | 45,866 | 73,882 | 72,079 | 9,185 | 1,166,746 | 243,886 | 38,708 | 15,238 | 58,948 | 245,452 | 4,571,975 |
| Accumulated depreciation | (443,573) | (16,255) | (12,857) | (53,438) | (33,471) | (7,807) | (510,351) | (79,346) | (15,719) | (7,603) | (29,156) | (122,679) | (1,332,255) |
| Net book value | 2,101,688 | 40,469 | 33,009 | 20,444 | 38,608 | 1,378 | 656,395 | 164,540 | 22,989 | 7,635 | 29,792 | 122,773 | 3,239,720 |
| Movements for the year ended 31 December 2024 | | | | | | | | | | | | | |
| Additions | 45,428 | 296 | - | 3,960 | 9,353 | - | 117,329 | 35,752 | 2,549 | - | 5,149 | 22,484 | 242,301 |
| Depreciation | (28,633) | (826) | (6,796) | (1,892) | (2,812) | (1,378) | (48,958) | (19,893) | (1,229) | (725) | (1,821) | (11,048) | (126,011) |
| Disposals at cost | - | - | (8,243) | (112) | (1,460) | - | (956) | (2,082) | - | - | - | (1,140) | (13,993) |
| Accumulated depreciation on disposals | - | - | 4,604 | 112 | 993 | - | 758 | 1,301 | - | - | - | 756 | 8,523 |
| Closing balance at 31 December 2024 | | | | | | | | | | | | | |
| At cost | 2,590,692 | 57,021 | 37,623 | 77,729 | 79,972 | 9,185 | 1,283,119 | 277,555 | 41,258 | 15,238 | 64,097 | 266,797 | 4,800,286 |
| Accumulated depreciation | (472,209) | (17,082) | (15,049) | (55,217) | (35,291) | (9,185) | (558,551) | (97,938) | (16,949) | (8,328) | (30,977) | (132,972) | (1,449,748) |
| Net book value | 2,118,483 | 39,939 | 22,574 | 22,512 | 44,681 | - | 724,568 | 179,617 | 24,309 | 6,910 | 33,120 | 133,825 | 3,350,538 |

Assets with zero net carrying value as at 31 December 2024 included in the balances above (cost price).

As of 31 December 2024, included in the carrying amount for Land & Buildings, is property to the value of R186 650 (2023: R197 508) that is still under construction.

During 2024, assets with a cost amount of R21 401 (2023: R22 552) were reduced as a result of government grants received (note 2.20 note 17).

As of 31 December 2024, assets with an accumulated cost amount of R949 262 (2023: R927 861) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2024, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2023: R97 968).

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Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Property, plant and equipment continued...

| | Land & Buildings | Building Lifts | Buildings - ROU | Uninterrupted power supply | Vehicles | Vehicles - ROU | Furniture & equipment | Computer equipment | Electric generators | Air-conditioner plants | Air-conditioners | Network & Mainframe computer equipment | Total |
|---|------------------|----------------|-----------------|----------------------------|---------------|----------------|-----------------------|--------------------|---------------------|------------------------|------------------|--|------------------|
| Reconciliation for the year ended 31 December 2023 - University | | | | | | | | | | | | | |
| Balance at 1 January 2023 | | | | | | | | | | | | | |
| At cost | 2,351,040 | 55,884 | 50,254 | 71,977 | 54,373 | 8,904 | 1,055,226 | 218,843 | 31,510 | 15,238 | 56,841 | 218,878 | 4,188,968 |
| Accumulated depreciation | (417,321) | (15,433) | (50,131) | (51,749) | (31,680) | (5,784) | (467,579) | (61,965) | (14,673) | (6,878) | (27,511) | (114,806) | (1,265,510) |
| Net book value | 1,933,719 | 40,451 | 123 | 20,228 | 22,693 | 3,120 | 587,647 | 156,878 | 16,837 | 8,360 | 29,330 | 104,072 | 2,923,458 |
| Movements for the year ended 31 December 2023 | | | | | | | | | | | | | |
| Additions | 194,222 | 840 | 41,262 | 1,914 | 18,509 | 280 | 111,988 | 25,329 | 7,176 | - | 2,104 | 29,004 | 432,627 |
| Depreciation | (26,253) | (823) | (8,376) | (1,698) | (2,198) | (2,022) | (43,176) | (17,571) | (1,024) | (726) | (1,642) | (9,812) | (115,321) |
| Disposals at cost | - | - | - | - | (993) | - | (337) | (415) | - | - | - | (2,447) | (4,192) |
| Accumulated depreciation on disposals | - | - | - | - | 597 | - | 273 | 319 | - | - | - | 1,956 | 3,145 |
| Closing balance at 31 December 2023 | | | | | | | | | | | | | |
| At cost | 2,545,261 | 56,724 | 45,866 | 73,882 | 72,079 | 9,185 | 1,166,746 | 243,886 | 38,708 | 15,238 | 58,948 | 245,452 | 4,571,975 |
| Accumulated depreciation | (443,573) | (16,255) | (12,857) | (53,438) | (33,471) | (7,807) | (510,351) | (79,346) | (15,719) | (7,603) | (29,156) | (122,679) | (1,332,255) |
| Net book value | 2,101,688 | 40,469 | 33,009 | 20,444 | 38,608 | 1,378 | 656,395 | 164,540 | 22,989 | 7,635 | 29,792 | 122,773 | 3,239,720 |
| Assets with zero net carrying value as at 31 December 2023 included in the balances above (cost price). | 7,952 | - | - | 25,040 | 8,819 | - | 30,335 | 10,998 | 1,800 | - | 2,762 | 46,440 | 134,146 |

As of 31 December 2023, included in the carrying amount for Land & Buildings, is property to the value of R197 508 (2022: R156 981) that is still under construction.

During 2023, assets with a cost amount of R22 552 (2022: R50 587) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2023, assets with an accumulated cost amount of R922 661 (2022: R900 109) were reduced as a result of government grants received (note 2.20 and note 17).

As of 31 December 2023, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2022: R97 968).

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Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R `000 **University 2024**

7. Intangible assets

Reconciliation of changes in intangible assets

| | Computer software | Artwork | Total |
|---|--------------------------|----------------|-----------------|
| Reconciliation for the year ended 31 December 2024 | | | |
| - Consolidated | | | |
| Balance at 1 January 2024 | | | |
| At cost | 59,401 | 1,776 | 61,177 |
| Accumulated amortisation | (46,615) | - | (46,615) |
| Net book value | 12,786 | 1,776 | 14,562 |
| Movements for the year ended 31 December 2024 | | | |
| Additions | 146 | - | 146 |
| Amortisation | (1,631) | - | (1,631) |
| Disposals at cost | (811) | - | (811) |
| Accumulated amortisation on disposals | 762 | - | 762 |
| Closing balance at 31 December 2024 | | | |
| At cost | 58,736 | 1,776 | 60,512 |
| Accumulated amortisation | (47,485) | - | (47,485) |
| Net book value | 11,251 | 1,776 | 13,027 |
| Reconciliation for the year ended 31 December 2023 | | | |
| - Consolidated | | | |
| Balance at 1 January 2023 | | | |
| At cost | 58,732 | 1,732 | 60,464 |
| Accumulated amortisation | (45,360) | - | (45,360) |
| Net book value | 13,372 | 1,732 | 15,104 |
| Movements for the year ended 31 December 2023 | | | |
| Additions | 749 | 44 | 793 |
| Amortisation | (1,335) | - | (1,335) |
| Closing balance at 31 December 2023 | | | |
| At cost | 59,401 | 1,776 | 61,177 |
| Accumulated amortisation | (46,615) | - | (46,615) |
| Net book value | 12,786 | 1,776 | 14,562 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements**Figures in R `000***Intangible assets continued...*

| Reconciliation for the year ended 31 December 2024 | | | |
|---|--------------------------|----------------|-----------------|
| - University | Computer software | Artwork | Total |
| Balance at 1 January 2024 | | | |
| At cost | 59,286 | 1,776 | 61,062 |
| Accumulated amortisation | (46,500) | - | (46,500) |
| Net book value | 12,786 | 1,776 | 14,562 |
| Movements for the year ended 31 December 2024 | | | |
| Additions | 146 | - | 146 |
| Amortisation | (1,631) | - | (1,631) |
| Disposals at cost | (811) | - | (811) |
| Accumulated amortisation on disposals | 762 | - | 762 |
| Closing balance at 31 December 2024 | | | |
| At cost | 58,621 | 1,776 | 60,397 |
| Accumulated amortisation | (47,369) | - | (47,369) |
| Net book value | 11,251 | 1,776 | 13,027 |
| Reconciliation for the year ended 31 December 2023 | | | |
| - University | Computer software | Artwork | Total |
| Balance at 1 January 2023 | | | |
| At cost | 58,607 | 1,732 | 60,339 |
| Accumulated amortisation | (45,235) | - | (45,235) |
| Net book value | 13,372 | 1,732 | 15,104 |
| Movements for the year ended 31 December 2023 | | | |
| Additions | 749 | 44 | 793 |
| Amortisation | (1,335) | - | (1,335) |
| Disposals at cost | (70) | - | (70) |
| Accumulated amortisation on disposals | 70 | - | 70 |
| Closing balance at 31 December 2023 | | | |
| At cost | 59,286 | 1,776 | 61,062 |
| Accumulated amortisation | (46,500) | - | (46,500) |
| Net book value | 12,786 | 1,776 | 14,562 |

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

8. Subsidiaries

8.1 Investments in subsidiaries

| | | | | |
|---|---|---|---------|---------|
| Cost of investment in commercial entities | - | - | 217,066 | 211,871 |
| Increase in investment | | | 1,355 | 8,800 |
| Decrease in investment | | | - | (3,605) |
| Accumulated impairment of investments in subsidiaries | - | - | (1,900) | (1,900) |
| | - | - | 216,521 | 215,166 |

8.2 Loans (from)/to subsidiaries

| | | | | |
|------------------------------------|---|---|---------|-------|
| Total loans to commercial entities | - | - | 7,226 | 7,598 |
| Re-payment of loans | - | - | (8,259) | (372) |
| | - | - | (1,033) | 7,226 |

Total loans to commercial entities decreased due to the repayment of the loan amount from Million Up. The repayment exceeded the outstanding balance by R1 033, resulting in the loan being payable to the subsidiary.

9. Inventories

Inventories comprise:

| | | | | |
|---------------------|--------|--------|--------|--------|
| Consumables at cost | 12,556 | 17,311 | 12,556 | 17,220 |
|---------------------|--------|--------|--------|--------|

The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R30 093/ University R30 093 (2023: Consolidated R23 223/ University R23 223).

The University does not hold any inventories as security.

10. Trade and other receivables

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Trade receivables | 1,578,629 | 1,375,757 | 1,563,750 | 1,362,256 |
| NSFAS and other student receipts | (481,396) | (386,506) | (481,396) | (386,506) |
| Provision for impairment | (617,229) | (583,048) | (605,978) | (570,915) |
| Student receivables - net carrying amount | 480,004 | 406,203 | 476,376 | 404,835 |

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Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|----------------------|----------------------|--------------------|--------------------|
| <i>Trade and other receivables continued...</i> | | | | |
| Other receivables | 222,917 | 179,833 | 216,830 | 142,203 |
| Advances and pre-payments | 60,733 | 48,543 | 93,391 | 41,050 |
| Deposits | 11,067 | 11,704 | 5,894 | 6,531 |
| Staff loans, receivables and advances | 87 | 44 | 87 | 44 |
| Value added tax | 3,649 | 2,824 | 2,890 | 2,427 |
| Non-student receivables - net carrying amount | 147,381 | 116,718 | 114,568 | 92,151 |
| Non-student receivables | 162,565 | 126,127 | 129,100 | 101,367 |
| Less: Provision for impairment | (15,184) | (9,409) | (14,532) | (9,216) |
| | 702,921 | 586,036 | 693,206 | 547,038 |

The carrying value of student and other receivables approximate their fair values as shown above, due to their short term nature.

The University does not hold any receivables as security.

Refer to note 31 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

Trade receivables

As of 31 December 2024, student receivables of Consolidated R 480 004 / University R 476 376 (2023: Consolidated R406 203 / University R404 835) were past due. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

The ageing of these receivables is as follows:

| | | | | |
|-----------------------------------|----------------|----------------|----------------|----------------|
| Students enrolled in current year | 480,004 | 406,203 | 476,376 | 404,835 |
| | 480,004 | 406,203 | 476,376 | 404,835 |

As of 31 December 2024, student receivables of Consolidated R617 229 / University R605 978 (2023: Consolidated R583 048 / University R570 915) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

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Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Trade and other receivables continued...

The ageing of this provision is as follows:

| | | | | |
|---|----------------|----------------|----------------|----------------|
| Students enrolled in current year | 346,666 | 209,865 | 166,739 | 201,617 |
| Students enrolled in prior year | 103,824 | 69,427 | 103,824 | 67,484 |
| Students enrolled more than two years ago | 166,739 | 303,756 | 335,415 | 301,814 |
| | 617,229 | 583,048 | 605,978 | 570,915 |

Movements in the provision for impairment of trade receivables are as follows:

| | | | | |
|--|----------------|----------------|----------------|----------------|
| At 1 January | 583,048 | 606,719 | 570,915 | 602,019 |
| Provision for receivables impaired | 129,632 | 156,539 | 130,514 | 147,849 |
| Receivables written off during the year as uncollectable | (95,451) | (180,210) | (95,451) | (178,953) |
| At 31 December | 617,229 | 583,048 | 605,978 | 570,915 |

The movement in the provision for impairment on student and other debt is recognised in the profit or loss. Amounts charged to the statement of profit or loss and other comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

Other receivables

As of 31 December 2024, other receivables of Consolidated R162 565 / University R129 100 (2023: Consolidated R126 127 / University R101 367) are as follows:

The ageing of these receivables are as follows:

| | | | | |
|--------------|----------------|----------------|----------------|----------------|
| Not past due | 137,744 | 106,499 | 104,279 | 81739 |
| Past due | 24,821 | 19,628 | 24,821 | 19628 |
| | 162,565 | 126,127 | 129,100 | 101,367 |

As of 31 December 2024, other trade receivables of Consolidated R15 184 / University R14 532 (2023: Consolidated R9 409/ University R9 216) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual other receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

Other receivables mainly comprises outstanding bursaries of R76 397 (2023: R86 217), Public sales and services of R5 918 (2023: R6 555) and short courses of R2 920 (2023: R3 530).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Trade and other receivables continued...

The ageing of the provision is as follows:

| | | | | |
|----------------|---------------|--------------|---------------|--------------|
| Up to 3 months | 2,581 | 3,664 | 0 | 3,471 |
| > 3 months | 12,603 | 5,745 | 14,532 | 5,745 |
| | 15,184 | 9,409 | 14,532 | 9,216 |

Movements in the provision for impairment of other trade receivables are as follows:

| | | | | |
|---|---------------|--------------|---------------|--------------|
| At 1 January | 9,409 | 20,176 | 9,216 | 20,023 |
| Provision for impairment | 7,473 | (7,893) | 7,014 | (7,138) |
| Receivables written-off during the year | (1,698) | (2,874) | (1,698) | (3,669) |
| At 31 December | 15,184 | 9,409 | 14,532 | 9,216 |

The movement in the provision for impairment on other receivables are recognised in the profit or loss. Amounts charged to the statement of profit or loss and comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

11. Financial assets at fair value through profit or loss

| | | | | |
|---|------------------|------------------|------------------|------------------|
| Opening balance 1 January | 5,917,672 | 5,436,593 | 4,728,473 | 4,351,025 |
| Net movement on investments during the year | 531,223 | 318,679 | 443,559 | 238,570 |
| Investments fair value gains (note 31) | 422,530 | 162,400 | 329,060 | 138,878 |
| | 6,871,425 | 5,917,672 | 5,501,092 | 4,728,473 |

Fair value financial assets include the following:

| | | | | |
|--------------------------------|------------------|------------------|------------------|------------------|
| Government bonds and stocks | 724,914 | 683,631 | 616,288 | 625,712 |
| Listed - stocks and debentures | 548,790 | 481,242 | 428,961 | 327,583 |
| Listed - shares | 4,824,058 | 4,272,257 | 3,762,000 | 3,345,836 |
| Fixed deposits | 66,885 | 60,242 | 66,885 | 60,242 |
| Other deposits | 670,289 | 384,218 | 590,469 | 333,018 |
| Endowment policies | 31,530 | 31,307 | 31,530 | 31,307 |
| Other investments | 4,959 | 4,775 | 4,959 | 4,775 |
| | 6,871,425 | 5,917,672 | 5,501,092 | 4,728,473 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial assets at fair value through profit or loss continued...

A register of the investments can be obtained from the University of Johannesburg's Treasury office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies as at 31 December 2024 (note 31.7). The valuations are performed by independent fund managers who manage the University's investments under agreed mandates. Other deposits relate to the money market portion of the various portfolios.

12. Cash and cash equivalents

| | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Cash at bank and on hand | 944,395 | 934,802 | 914,650 | 893,191 |
| Short term cash deposits | 1,105,363 | 1,216,998 | 1,105,363 | 1,216,998 |
| Net cash and cash equivalents | 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |

The carrying value of cash and cash equivalents approximates its fair value, due to its short term nature.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents. Management of credit risk is disclosed in note 31.

Short term cash deposits are deposits with a maturity term of less than 3 months from acquisition.

The following facilities have been approved by ABSA Bank:

| | | | | |
|----------------------------------|-------|-------|-------|-------|
| Credit cards | 2,000 | 2,000 | 2,000 | 2,000 |
| Fleet cards | 2,600 | 2,000 | 2,600 | 2,000 |
| Letters of credit | 2,000 | 2,000 | 2,000 | 2,000 |
| ABSA housing scheme | 500 | 500 | 500 | 500 |
| Automated clearing bureau debits | 4,500 | 4,500 | 4,500 | 4,500 |
| Guarantees | 1,119 | 1,119 | 1,119 | 1,119 |

13. Provisions

Non-current provisions

Provision for City of Johannesburg

| | | | | |
|--------------------------|---------------|---------------|---------------|---------------|
| Opening Balance | 27,975 | 26,123 | 27,975 | 26,123 |
| Additions | - | 4,265 | - | 4,265 |
| Utilised during the year | - | (2,413) | - | (2,413) |
| Closing balance | 27,975 | 27,975 | 27,975 | 27,975 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Provisions continued...

A provision has been recognised for un-billed and under-billed utility charges by The City of Johannesburg to the University of Johannesburg.

Current provisions

Leave pay provision

| | | | | |
|--------------------------|----------|----------|----------|----------|
| Opening Balance | 56,829 | 61,937 | 56,829 | 61,937 |
| Additions | 50,600 | 64,235 | 50,600 | 64,235 |
| Utilised during the year | (51,034) | (69,343) | (51,034) | (69,343) |
| Closing balance | 56,395 | 56,829 | 56,395 | 56,829 |

Total current provisions

| | | | |
|---------------|---------------|---------------|---------------|
| 56,395 | 56,829 | 56,395 | 56,829 |
|---------------|---------------|---------------|---------------|

14. Trade and other payables

Financial Instruments

Current

| | | | | |
|----------------|------------------|------------------|------------------|------------------|
| Trade Payables | 97,847 | 73,297 | 94,432 | 72,464 |
| Accruals | 135,849 | 109,172 | 128,151 | 103,669 |
| Other payables | 1,905,084 | 1,717,931 | 1,901,321 | 1,716,088 |
| | 2,138,780 | 1,900,400 | 2,123,905 | 1,892,221 |

Non-Financial Instruments

Current

| | | | | |
|---------------------|--------|--------|--------|--------|
| SARS PAYE and other | 96,459 | 86,199 | 96,459 | 86,199 |
|---------------------|--------|--------|--------|--------|

Total trade and other payables

| | | | |
|------------------|------------------|------------------|------------------|
| 2,235,239 | 1,986,599 | 2,220,363 | 1,978,420 |
|------------------|------------------|------------------|------------------|

The carrying value for trade and other payables above approximate their fair value amount due to its short term nature.

Included in the Trade and other payables above is NSFAS credits of Consolidated R1 705 222/ University R1 705 222 (2023: Consolidated R1 639 676 / University R1 636 676) and Unallocated deposits of Consolidated R8 322 / University R8 322 (2023: Consolidated R8 285 / University R8 285). The NSFAS credits are a result of the net movement of historic allocations to students accounts and 2024 disbursements that are still to be allocated.

15. Leases

Lease liability

| | | | | |
|-------------|--------------|--------------|---------------|---------------|
| Current | 559 | 1,674 | 7,479 | 9,686 |
| Non-current | 2,028 | 2,134 | 13,307 | 24,020 |
| | 2,587 | 3,808 | 20,786 | 33,706 |

The University has right of use assets for buildings and vehicles. The underlying assets are presented in the face of the statement of financial position as part of the property, plant and equipment and its respective lease liability. The University classifies its right-of-use assets in a consistent manner to its property, plant and equipment (note 6).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Leases continued...

The table below describes the nature of the University's leasing activities by type of right-of-use asset recognised in the consolidated statement of financial position:

| Right-of-use asset | No. of right-of-use assets leased | Range of remaining term | Average remaining lease term | No. of leases with extension option | No. of leases with option to purchase | No. of leases with termination option |
|---------------------|-----------------------------------|-------------------------|------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| Consolidated | | | | | | |
| Buildings | 1 | 1-4 years | 4 years | - | - | - |
| Vehicles | 15 | 0-1 years | 1 years | - | - | - |
| University | | | | | | |
| Buildings | 1 | 1-4 years | 4 years | - | - | - |
| Vehicles | 15 | 0-1 years | 1 years | - | - | - |

The Group has elected not to recognise a lease liability for short term leases (leases with an expected term of 12 months or less) or for leases of low value assets. Payments made under such leases are expensed. (note 25)

The lease liabilities are secured by the related underlying assets. Future minimum lease payments at 31 December 2024 were as follows:

| | Within 1 year | 1-2 years | 2-3 years | > 3 years | Total |
|---------------------------|---------------|--------------|--------------|------------|---------------|
| Consolidated | | | | | |
| 31 December 2024 | | | | | |
| Lease payments | 826 | 888 | 955 | 495 | 3,164 |
| Finance charges | (267) | (194) | (104) | (12) | (577) |
| Net present values | 559 | 694 | 851 | 483 | 2,587 |
| 31 December 2023 | | | | | |
| Lease payments | 2,416 | 821 | 883 | 839 | 4,959 |
| Finance charges | (742) | (220) | (142) | (47) | (1,150) |
| Net present values | 1,674 | 601 | 741 | 792 | 3,808 |
| University | | | | | |
| 31 December 2024 | | | | | |
| Lease payments | 9,126 | 9,126 | 9,126 | | 27,379 |
| Finance charges | (1,648) | (2,212) | (2,734) | | (6,593) |
| Net present values | 7,479 | 6,914 | 6,393 | | 20,786 |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Leases continued...

31 December 2023

| | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|---------------|
| Lease payments | 11,234 | 10,062 | 10,565 | 11,093 | 42,954 |
| Finance charges | (1,548) | (1,817) | (2,561) | (3,323) | (9,248) |
| Net present values | 9,686 | 8,245 | 8,004 | 7,770 | 33,706 |

Reconciliation of liabilities arising from financing activities

| | 2023 | Cash flows | Non - cash changes Lease remeasurement | 2024 |
|----------------------|--------|------------|---|--------|
| Consolidation | | | | |
| Lease liabilities | 3,808 | (1,668) | 447 | 2,587 |
| University | | | | |
| Lease liabilities | 33,706 | (9,281) | (3,639) | 20,786 |
| | 2022 | Cash flows | Non - cash changes New leases | 2023 |
| Consolidation | | | | |
| Lease liabilities | 2,726 | (1,989) | 3,072 | 3,808 |
| University | | | | |
| Lease liabilities | 2,726 | (10,562) | 41,542 | 33,706 |

16. Student deposits and accounts in credit

| | | | | |
|----------------------------|----------------|----------------|----------------|----------------|
| Student accounts in credit | 266,646 | 264,736 | 266,646 | 264,736 |
| Income received in advance | 22,550 | 9,576 | 13,209 | 4,596 |
| Deposits | 272 | 259 | 272 | 259 |
| | 289,468 | 274,571 | 280,127 | 269,591 |

Included in the current portion are amounts primarily for self funded student accounts in credit of Consolidated R266 645 / University R266 645 (2023: Consolidated R264 736/ University R264 736), and income received in advance of Consolidated R13 294/ University R3 954 (2023: Consolidated R13 128 / University R3 954).

17. Deferred income

The Department of Higher Education and Training has been through a process commencing with the development of the Macro Infrastructure Framework (MIF) and culminating with detailed one-on-one discussions with each University regarding their funding applications which were uploaded onto the MIF web-based platform. Funds are allocated to each University in line with infrastructure plans based on the principles agreed upon through the MIF.

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|--|----------------------|----------------------|--------------------|--------------------|
| Deferred income continued... | | | | |
| Opening balance as at 1 January | 155,089 | 189,278 | 155,089 | 189,278 |
| Grants re-allocated | (1,474) | - | (1,474) | - |
| Grants utilised to reduce asset cost | (21,401) | (22,552) | (21,401) | (22,552) |
| Grants utilised to reduce operating cost | (13,770) | (11,637) | (13,770) | (11,637) |
| | <u>118,445</u> | <u>155,089</u> | <u>118,445</u> | <u>155,089</u> |
| Non-current portion of deferred income | (12,214) | (147,452) | (12,214) | (147,452) |
| Current portion of deferred income | (106,231) | (7,637) | (106,231) | (7,637) |
| | <u>(118,445)</u> | <u>(155,089)</u> | <u>(118,445)</u> | <u>(155,089)</u> |
| Deferred income | <u>118,445</u> | <u>155,089</u> | <u>118,445</u> | <u>155,089</u> |

18. Post-employee and disability benefits

Post-employee benefits asset

| | | | | |
|-----------------------------|---------|---------|---------|---------|
| UJ pension fund (note 18.2) | 828,136 | 825,949 | 828,136 | 825,949 |
|-----------------------------|---------|---------|---------|---------|

Post-employee benefits obligation

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Post-retirement medical benefits (note 18.1) | 215,320 | 211,040 | 215,320 | 211,040 |
| UJ Long service awards (note 18.4) | 58,605 | 55,748 | 58,605 | 55,748 |
| | <u>273,925</u> | <u>266,788</u> | <u>273,925</u> | <u>266,788</u> |

Reconciliation of the actuarial gains / (losses) on post-employee benefits:

| | | | | |
|----------------------------------|-----------------|--------------|-----------------|--------------|
| Post-retirement medical benefits | 1,560 | 283 | 1,560 | 283 |
| UJ Pension fund | (84,013) | (5,020) | (84,013) | (5,020) |
| UJ Disability fund | 30,525 | 9,437 | 30,525 | 9,437 |
| UJ Long service awards | 4,678 | 4,337 | 4,678 | 4,337 |
| | <u>(47,250)</u> | <u>9,037</u> | <u>(47,250)</u> | <u>9,037</u> |

Reconciliation of the change in asset limit:

| | | | | |
|--------------------|-----------------|----------------|-----------------|----------------|
| UJ Disability fund | (30,525) | (9,437) | (30,525) | (9,437) |
| | <u>(30,525)</u> | <u>(9,437)</u> | <u>(30,525)</u> | <u>(9,437)</u> |

| | | | | |
|---|-----------------|--------------|-----------------|--------------|
| Net Actuarial gain(losses) on defined benefit plans | <u>(77,775)</u> | <u>(400)</u> | <u>(77,775)</u> | <u>(400)</u> |
|---|-----------------|--------------|-----------------|--------------|

18.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2024.

| | | | | |
|---------------------------------|----------------|------------------|----------------|------------------|
| Present value of the obligation | 215,320 | (211,040) | 215,320 | (211,040) |
| | <u>215,320</u> | <u>(211,040)</u> | <u>215,320</u> | <u>(211,040)</u> |

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|---|-------------------------|-------------------------|-------------------------|-------------------------|
| Post-employee and disability benefits continued... | | | | |
| Reconciliation of the movement in the defined benefit obligation: | | | | |
| Present value of obligation: beginning of the year | (211,040) | (206,517) | (211,040) | (206,517) |
| Current service cost | (2,066) | (2,066) | (2,066) | (2,066) |
| Interest cost | (19,367) | (17,223) | (19,367) | (17,223) |
| Benefits paid | 15,592 | 14,483 | 15,592 | 14,483 |
| | <u>(216,881)</u> | <u>(211,323)</u> | <u>(216,881)</u> | <u>(211,323)</u> |
| Less remeasurements: | | | | |
| - (Gain)/loss from change in financial assumptions | (10,685) | 28,467 | (10,685) | 28,467 |
| - (Gain)/loss from change in demographic assumptions | 9,125 | (28,750) | 9,125 | (28,750) |
| | <u>(1,560)</u> | <u>(283)</u> | <u>(1,560)</u> | <u>(283)</u> |
| Present value of obligation: end of the period | <u>(215,320)</u> | <u>(211,040)</u> | <u>(215,320)</u> | <u>(211,040)</u> |

The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost inflation are higher than expected and uncontrolled, resulting in higher defined benefit obligation.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Interest: The risk that future interest rates are higher than expected , resulting in higher defined benefit obligation.

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Effective date of assumptions | 31-Dec-24 | 31-Dec-23 | 31-Dec-24 | 31-Dec-23 |
| Post retirement plan | | | | |
| Discount rate | 10.10% | 14.40% | 10.10% | 14.40% |
| Health care cost inflation | 9.00% | 9.00% | 9.00% | 9.00% |
| Expected retirement age | 65 yrs | 65 yrs | 65 yrs | 65 yrs |
| CPI Inflation | 4.50% | 4.20% | 4.50% | 4.20% |
| UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date: | (15,899) | (9,757) | (15,899) | (9,757) |

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

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| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|----------------------|----------------------|--------------------|--------------------|
| Post-employee and disability benefits continued... | | | | |
| Healthcare cost inflation | | | | |
| 1% increase | 20,356 | 20,013 | 20,013 | 20,013 |
| Change % | 9.50% | 9.50% | 9.50% | 9.50% |
| 1% decrease | (17,689) | (17,381) | (17,381) | (17,381) |
| Change % | -8.20% | -8.20% | -8.20% | -8.20% |
| Discount rate | | | | |
| 1% increase | (17,944) | (17,652) | (17,652) | (17,652) |
| Change % | -8.30% | -8.40% | -8.40% | -8.40% |
| 1% decrease | 20,990 | 20,631 | 20,631 | 20,631 |
| Change % | 9.70% | 9.80% | 9.80% | 9.80% |
| Expected retirement age | | | | |
| 1 year increase | (6,140) | (6,284) | (6,284) | (6,284) |
| Change % | -2.90% | -3.00% | -3.00% | -3.00% |
| 1 year decrease | 5,805 | 6,664 | 6,664 | 6,664 |
| Change % | 2.70% | 3.20% | 3.20% | 3.20% |

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

18.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2024. Contributions to the provident fund are charged to the statement of profit or loss and comprehensive income in the year in which they are incurred.

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Balance at end of the year | | | | |
| Present value of the obligation | (824,899) | (787,049) | (787,049) | (787,049) |
| Fair value of plan assets | 1,653,035 | 1,612,998 | 1,612,998 | 1,612,998 |
| Defined benefit surplus at 31 December | 828,136 | 825,949 | 825,949 | 825,949 |

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| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|--|----------------------|----------------------|--------------------|--------------------|
| Post-employee and disability benefits continued... | | | | |
| Reconciliation of the present value of the obligation | | | | |
| Defined benefit obligation at beginning of the year | 787,049 | 743,848 | 787,049 | 743,848 |
| Member contributions | 572 | 701 | 572 | 701 |
| Service cost | 3,197 | 3,662 | 3,197 | 3,662 |
| Interest cost | 79,649 | 76,266 | 79,649 | 76,266 |
| | <u>870,467</u> | <u>824,477</u> | <u>870,467</u> | <u>824,477</u> |
| Remeasurements: | | | | |
| - Actuarial (gain)/loss | 45,155 | 31,227 | 45,155 | 31,227 |
| Benefit payments | (90,723) | (68,655) | (90,723) | (68,655) |
| Defined benefit obligation at 31 December | <u>824,899</u> | <u>787,049</u> | <u>824,899</u> | <u>787,049</u> |
| Reconciliation of the fair value of plan assets | | | | |
| Fair Value of assets as at 1 January | 1,612,998 | 1,496,676 | 1,612,998 | 1,496,676 |
| University contributions | 1,213 | 1,481 | 1,213 | 1,481 |
| Member contributions | 572 | 701 | 572 | 701 |
| | <u>1,614,783</u> | <u>1,498,858</u> | <u>1,614,783</u> | <u>1,498,858</u> |
| Remeasurements: | | | | |
| -Net interest income | 167,833 | 156,588 | 167,833 | 156,588 |
| -Actuarial gain/(loss) | (38,858) | 26,207 | (38,858) | 26,207 |
| | <u>128,975</u> | <u>182,795</u> | <u>128,975</u> | <u>182,795</u> |
| Benefits paid | (90,723) | (68,655) | (90,723) | (68,655) |
| Fair Value of assets as at 31 December | <u>1,653,035</u> | <u>1,612,998</u> | <u>1,653,035</u> | <u>1,612,998</u> |
| The actual return on plan assets is as follows: | 128,975 | 182,795 | 128,975 | 182,795 |

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their pension benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

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|---|----------------------|----------------------|--------------------|--------------------|
| Post-employee and disability benefits continued... | | | | |
| Cash | 4.46% | 5.53% | 4.46% | 5.53% |
| Equity | 39.57% | 37.73% | 39.57% | 37.73% |
| Bonds | 20.52% | 19.27% | 20.52% | 19.27% |
| Property | 2.71% | 2.76% | 2.71% | 2.76% |
| International | 31.84% | 33.79% | 31.84% | 33.79% |
| Other | 0.90% | 0.92% | 0.90% | 0.92% |
| Total | 100 % | 100 % | 100 % | 100 % |

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2024.

| | | | | |
|--|--------|--------|--------|--------|
| Discount rate | 10.10% | 10.70% | 10.10% | 10.70% |
| Inflation rate | 4.50% | 5.60% | 4.50% | 5.60% |
| Salary increase rate | 5.50% | 6.60% | 5.50% | 6.60% |
| Pension increase allowance (Ex-NTRF) | 2.48% | 3.64% | 2.48% | 3.64% |
| Pension increase allowance (Other pensioners) | 2.93% | 3.08% | 2.93% | 3.08% |
| UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date: | 1,248 | 2,356 | 1,248 | 2,356 |

Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

| | | | | |
|----------------|-----------|----------|-----------|----------|
| Discount rate | | | | |
| 1% increase | (771,829) | (52,253) | 771,829 | (52,253) |
| Change % | -6.40% | -6.60% | -6.4% | -6.60% |
| 1% decrease | 886,619 | 64,139 | 886,619 | 64,139 |
| Change % | 7.50% | 8.10% | 7.50% | 8.10% |
| Inflation rate | | | | |
| 1% increase | 863,250 | 39,432 | 863,250 | 39,432 |
| Change % | 4.6% | 5.00% | 4.60% | 5.00% |
| 1% decrease | (790,011) | (34,690) | (790,011) | (34,690) |
| Change % | -4.20% | -4.40% | -4.20% | -4.40% |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Post-employee and disability benefits continued...

18.3 Disability Fund

The University provides disability benefits to eligible employees housed through a cell captive. The benefits increases in alignment with annual salary increases and their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2024.

Balance at end of the year

| | | | | |
|---|-----------|-----------|-----------|-----------|
| Present value of the obligation | (70,801) | (50,592) | (70,801) | (50,592) |
| Fair value of plan assets | 228,851 | 209,511 | 228,851 | 209,511 |
| Unrecognised surplus due to IAS 19(a) limit | (158,050) | (158,919) | (158,050) | (158,919) |
| Defined benefit surplus at 31 December | - | - | - | - |

The IAS 19(a), paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds or reductions in future contributions.

Reconciliation of the movement in the defined benefit obligation:

| | | | | |
|--|----------|----------|----------|----------|
| Present value of obligation: beginning of the year | 50,592 | 55,829 | 50,592 | 55,829 |
| Current service cost | 2,452 | 1,831 | 2,452 | 1,831 |
| Interest cost | 3,996 | 4,481 | 3,996 | 4,481 |
| | 57,040 | 62,141 | 57,040 | 62,141 |
| - Actuarial (gain)/loss | 30,525 | 2,367 | 30,525 | 2,367 |
| Benefits paid (net of reinsurance proceeds) | (16,764) | (13,916) | (16,764) | (13,916) |
| Present value of obligation: end of year | 70,801 | 50,592 | 70,801 | 50,592 |

Reconciliation of the movement in the plan assets:

| | | | | |
|---|----------|----------|----------|----------|
| Present value of assets beginning of the year | 209,511 | 194,724 | 209,511 | 194,724 |
| Contributions (net of reinsurance premiums) | (2,452) | (1,831) | (2,452) | (1,831) |
| Value of assets as at 31 December | 207,059 | 192,893 | 207,059 | 192,893 |
| Remeasurements: | | | | |
| -Net interest income/expense | 18,504 | 16,899 | 18,504 | 16,899 |
| -Actuarial (loss)/gain | 17,600 | 11,804 | 17,600 | 11,804 |
| | 36,104 | 28,703 | 36,104 | 28,703 |
| Benefits (net of reinsurance premiums) | (14,312) | (12,085) | (14,312) | (12,085) |
| Value of assets as at 31 December | 228,851 | 209,511 | 228,851 | 209,511 |

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| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|--|----------------------|----------------------|--------------------|--------------------|
| Post-employee and disability benefits continued... | | | | |
| The actual return on plan assets is as follows: | 36,104 | 28,703 | 36,104 | 28,703 |
| The assets of the University of Johannesburg Disability Fund were invested as follows: | | | | |
| Cash | 0.99% | 0.84% | 0.99% | 0.84% |
| Equity | 39.97% | 38.46% | 39.97% | 38.46% |
| Bonds | 10.61% | 11.11% | 10.61% | 11.11% |
| Property | 5.80% | 3.68% | 5.80% | 3.68% |
| International | 42.63% | 45.91% | 42.63% | 45.91% |
| Other | 0.00% | 0.00% | 0.00% | 0.00% |
| Total | 100 % | 100 % | 100 % | 100 % |

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2024.

Claimants

| | | | | |
|----------------------------------|-------------|-------------|-------------|-------------|
| Number of members | 24 | 21 | 24 | 21 |
| Annual benefit | 15,214 | 10,862 | 15,214 | 10,862 |
| Annual reinsured benefit | 834 | 1,074 | 834 | 1,074 |
| Benefit weighted average service | 57,5 yrs | 58.0 yrs | 57,5 yrs | 58.0 yrs |
| Effective date of assumptions | 31 Dec 2024 | 31 Dec 2023 | 31 Dec 2024 | 31 Dec 2023 |

The principal assumptions used for accounting purposes were as follows:

| | | | | |
|--------------------------------|-------|-------|-------|-------|
| General inflation rate | 3.50% | 4.40% | 3.50% | 4.40% |
| Discount rate | 8.90% | 9.20% | 8.90% | 9.20% |
| Expected increases in benefits | 4.50% | 5.40% | 4.50% | 5.40% |

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

| | | | | |
|----------------|----------|----------|----------|----------|
| Inflation rate | | | | |
| 1% increase | 73,978 | 52,911 | 73,978 | 52,911 |
| Change % | 4.50% | 4.60% | 4.50% | 4.30% |
| 1% decrease | (67,623) | (48,424) | (67,623) | (48,424) |
| Change % | -4.50% | -4.80% | -4.50% | -4.80% |
| Discount rate | | | | |
| 1% increase | (67,890) | (48,675) | (67,890) | (48,675) |
| Change % | -4.10% | -3.80% | -4.10% | -3.80% |
| 1% decrease | 73,978 | 52,678 | 73,978 | 52,678 |
| Change % | 4.50% | 4.10% | 4.50% | 4.10% |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Post-employee and disability benefits continued...

In 2015 Council approved the disability benefit fund to be housed through a cell captive. The cell captive fund is not registered with the Financial sector conduct authority (FSCA), however the fund is managed by Guardrisk Life Limited.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2016 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- a) The death of the member; or
- b) The member attaining normal retirement age; or
- c) The member ceasing to be a member of the Fund; or
- d) Discontinuance of the payment of premiums in respect of a member; or
- e) Absence of the member as defined; or
- f) The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

The University of Johannesburg (Policy holder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policy holder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policy holder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policy holder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Post-employee and disability benefits continued...

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

18.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability was valued at 31 December 2024. This obligation is funded from University's reserves.

Reconciliation of the movement in the long service award obligation:

| | | | | |
|--|----------------------|----------------------|----------------------|----------------------|
| Present value of obligation: beginning of the year | 55,748 | 52,687 | 55,748 | 52,687 |
| Current service cost | 6,280 | 6,130 | 6,280 | 6,130 |
| Interest cost | 5,986 | 5,710 | 5,986 | 5,710 |
| | <u>68,014</u> | <u>64,527</u> | <u>68,014</u> | <u>64,527</u> |
| - Actuarial (gain)/loss | (4,678) | (4,337) | (4,678) | (4,337) |
| Benefits paid | (4,731) | (4,442) | (4,731) | (4,442) |
| Present value of obligation: end of period | <u>58,605</u> | <u>55,748</u> | <u>58,605</u> | <u>55,748</u> |

The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:

The significant actuarial assumptions were as follows:

| | | | | |
|-------------------------|--------|--------|--------|--------|
| Discount rate | 10.40% | 11.20% | 10.40% | 11.20% |
| Salary inflation | 5.70% | 6.90% | 5.70% | 6.90% |
| CPI inflation | 4.70% | 5.90% | 4.70% | 5.90% |
| Expected retirement age | 65 yrs | 65 yrs | 65 yrs | 65 yrs |

The sensitivity analysis of the liability to changes in the principal assumptions is:

| | | | | |
|---------------|----------|----------|----------|----------|
| Discount rate | | | | |
| 1% increase | (55,090) | (52,274) | (55,090) | (52,274) |
| Change % | -6.00% | -6.20% | -6.00% | -6.20% |
| 1% decrease | 62,559 | 59,664 | 62,559 | 59,664 |
| Change % | 6.70% | 7.00% | 6.70% | 7.00% |

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Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Post-employee and disability benefits continued...

| | | | | |
|-------------------------|----------|----------|----------|----------|
| Salary inflation | | | | |
| 1% increase | 62,891 | 13,312 | 62,891 | 13,312 |
| Change % | 7.30% | 8.50% | 7.30% | 8.50% |
| 1% decrease | (54,747) | (11,333) | (54,747) | (11,333) |
| Change % | -6.50% | -7.60% | -6.50% | -7.60% |
| Expected retirement age | | | | |
| 1 year increase | 60,837 | 57,557 | 60,837 | 57,557 |
| Change % | 3.80% | 3.60% | 3.80% | 3.60% |
| 1year decrease | (56,136) | (53,393) | (56,136) | (53,393) |
| Change % | -4.20% | -4.20% | -4.20% | -4.20% |

19. State appropriations - subsidies and grants

| | | | | |
|---|------------------|------------------|------------------|------------------|
| Block grant | 2,614,817 | 2,597,745 | 2,614,817 | 2,597,745 |
| University capacity development | 55,358 | 38,482 | 55,358 | 38,482 |
| Foundation phase development | 39,078 | 73,055 | 39,078 | 73,055 |
| Clinical training of health professionals | 12,764 | 10,807 | 12,764 | 10,807 |
| | 2,722,017 | 2,720,089 | 2,722,017 | 2,720,089 |

20. Tuition and other fee income

| | | | | |
|--------------------------------|------------------|------------------|------------------|------------------|
| Tuition Fees | 2,395,983 | 2,201,352 | 2,395,983 | 2,201,352 |
| Registration Fees | 38,369 | 36,110 | 38,369 | 36,110 |
| Levy Income | 36,496 | 42,739 | 36,496 | 42,739 |
| Other Fees | 786 | 973 | 786 | 973 |
| Tuition and other related fees | 2,471,634 | 2,281,174 | 2,471,634 | 2,281,174 |
| Residence Fees | 291,210 | 291,020 | 267,573 | 268,559 |
| | 2,762,844 | 2,572,194 | 2,739,207 | 2,549,733 |

21. Research income

| | | | | |
|---|----------------|----------------|----------------|----------------|
| Research income NRF | 180,799 | 188,149 | 180,799 | 188,149 |
| Contract Research International | 52,223 | 44,141 | 52,223 | 44,141 |
| Contract Research National | 98,043 | 99,959 | 98,043 | 99,959 |
| Non-obligated Research income | 8,333 | 17,559 | 8,333 | 17,559 |
| Non-obligated Research income International | 506 | 8,467 | 506 | 8,467 |
| Research donations | 14,980 | 3,716 | 14,980 | 3,716 |
| | 354,884 | 361,991 | 354,884 | 361,991 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

22. Other operating income

| | | | | |
|---|----------------|----------------|----------------|----------------|
| Sundry income | 36,452 | 39,984 | 3,967 | 29,400 |
| Hire out of facilities | 12,084 | 7,219 | 10,237 | 7,219 |
| Consultation/Evaluation income | 5,795 | 6,969 | 5,795 | 6,969 |
| Project income | 63,289 | 38,986 | 63,289 | 38,986 |
| Public sales and services | 153,352 | 108,703 | 107,587 | 64,229 |
| Other income | 36,092 | 11,242 | 36,092 | 11,242 |
| Insurance claim | 2,057 | 3,414 | 2,057 | 3,414 |
| Profit on sale of property, plant and equipment | 57 | 121 | 57 | 121 |
| Donations | 163,532 | 143,391 | 211,076 | 143,391 |
| Total other income | 472,710 | 360,029 | 440,157 | 304,971 |

23. Personnel costs

| | | | | |
|---|------------------|------------------|------------------|------------------|
| Academic professionals | 1,702,402 | 1,589,299 | 1,672,651 | 1,568,571 |
| Support personnel | 1,962,990 | 1,841,912 | 1,922,662 | 1,812,557 |
| Other post-retirement costs | 11,559 | 24,917 | 11,559 | 24,917 |
| Pension cost - defined contribution plans | 268,207 | 252,584 | 267,925 | 252,584 |
| Pension cost - defined benefit plans | 3,287 | 5,193 | 3,287 | 5,193 |
| | 3,948,445 | 3,713,905 | 3,878,084 | 3,663,822 |

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

| | | | | |
|-----------|-------|-------|-------|-------|
| Full Time | 4,465 | 4,484 | 4,450 | 4,440 |
| Part Time | 4,153 | 3,827 | 4,093 | 3,777 |

24. Bursaries Awarded

| | | | | |
|---------------------------|---------|---------|---------|---------|
| Student bursaries awarded | 505,926 | 431,831 | 505,926 | 431,831 |
|---------------------------|---------|---------|---------|---------|

These are UJ students bursaries and are awarded based on the selection criteria determined by the university.

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| Figures in R '000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

25. Other expenses

| | | | | |
|--|------------------|------------------|------------------|------------------|
| Auditors remuneration | 42,421 | 23,142 | 42,263 | 23,028 |
| - external audit | 8,597 | 9,473 | 8,439 | 9,359 |
| - internal audit | 5,014 | 9,156 | 5,014 | 9,156 |
| - other audit services | 28,810 | 4,513 | 28,810 | 4,513 |
| Advertising | 30,375 | 28,470 | 29,573 | 28,218 |
| Bank charges | 7,429 | 7,881 | 7,317 | 7,790 |
| Books and periodicals | 149,174 | 144,452 | 149,174 | 144,452 |
| Cartridges | 742 | 942 | 737 | 940 |
| Cleaning | 25,211 | 23,158 | 24,113 | 22,163 |
| Conference registration fees | 21,515 | 17,681 | 21,515 | 17,633 |
| Consulting fees | 121,897 | 84,891 | 116,407 | 80,272 |
| Copyright fees | 7,934 | 7,252 | 7,934 | 7,252 |
| Corporate functions | 14,244 | 18,094 | 14,244 | 18,094 |
| Cost of sales | 22,907 | 30,152 | 22,907 | 30,152 |
| Data lines | 9,511 | 7,234 | 9,211 | 7,056 |
| Facility expenses - utilities | 78,887 | 126,581 | 77,721 | 125,384 |
| Foreign exchange (gains)/losses | (218) | 2,204 | (218) | 2,204 |
| Fuel, Oil and Gas | 24,084 | 35,631 | 23,574 | 34,563 |
| Functions and entertainment | 50,403 | 49,461 | 50,227 | 49,308 |
| Grants and donations | 3,111 | (160) | 111 | (160) |
| Insurance | 24,826 | 21,263 | 24,703 | 21,167 |
| Leases of low value assets | 2,353 | 1,576 | 4,000 | 2,353 |
| Legal expense | 22,046 | 24,655 | 21,996 | 24,284 |
| Medical Aid Pensioners | 15,605 | 14,235 | 15,605 | 14,235 |
| Membership fees | 13,237 | 12,155 | 13,200 | 12,107 |
| Municipal rates, taxes and electricity | 283,036 | 214,722 | 275,212 | 206,942 |
| Other expenses | 110,239 | 164,270 | 96,131 | 148,633 |
| Printing | 38,552 | 32,521 | 38,552 | 32,519 |
| Protective clothing | 13,456 | 13,286 | 12,129 | 12,472 |
| Repairs and maintenance | 159,473 | 149,117 | 165,199 | 151,335 |
| Security contracts | 47,906 | 43,188 | 47,427 | 42,935 |
| Services Rendered - outsourced | 153,868 | 97,630 | 149,850 | 93,294 |
| Software licenses | 105,515 | 87,278 | 103,526 | 85,688 |
| Staff development | 26,265 | 29,156 | 29,921 | 28,616 |
| Stationery | 3,385 | 3,822 | 3,385 | 3,820 |
| Student expenses | 12,392 | 10,657 | 12,392 | 10,657 |
| Tax expense in subsidiaries | 266 | - | - | - |
| Teaching and laboratory consumables | 58,912 | 43,349 | 46,126 | 40,857 |
| Telephone and fax | 1,996 | 179 | 1,770 | 222 |
| Travel and accommodation | 163,208 | 146,717 | 163,046 | 146,098 |
| | 1,866,163 | 1,716,842 | 1,820,980 | 1,676,583 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|---|----------------------|----------------------|--------------------|--------------------|
| 26. Finance income | | | | |
| Student fees | 22,313 | 33,804 | 22,116 | 33,482 |
| Current accounts | 14,169 | 52,145 | 11,834 | 49,503 |
| Defined benefit plan | 59,634 | 53,727 | 59,634 | 53,727 |
| | 96,116 | 139,676 | 93,584 | 136,712 |
| 27. Finance costs | | | | |
| Borrowings | 6 | 143 | 2 | 2 |
| Lease obligations | 811 | 554 | 1,497 | 931 |
| | 817 | 697 | 1,499 | 933 |
| 28. Income from investments | | | | |
| Dividends on fair value through profit or loss financial assets | 125,568 | 123,689 | 104,552 | 101,230 |
| Interest on fair value through profit or loss financial assets | 291,556 | 303,214 | 257,053 | 276,242 |
| | 417,124 | 426,903 | 361,605 | 377,472 |
| 29. Investments fair value gains | | | | |
| Fair value movement transfer on maturity of investments | 268,727 | 67,358 | 227,460 | 31,523 |
| Profit on sale of investments | 270,928 | 94,086 | 228,925 | 53,520 |
| Loss on sale of investments | (2,201) | (26,728) | (1,465) | (21,997) |
| Unrealised fair value movement transfer on investments | 422,530 | 162,400 | 329,060 | 138,878 |
| Unrealised profit | 441,182 | 178,984 | 346,080 | 150,025 |
| Unrealised loss | (18,652) | (16,584) | (17,020) | (11,147) |
| Fair value movement on investments | 691,257 | 229,758 | 556,520 | 170,401 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

30. Related parties

30.1 Related parties

The University of Johannesburg controls or owns shares of the following entities:

| Entity and principal business activities | Year End | Shareholding | Principal place of business |
|---|-------------|--------------------------------------|--|
| <ul style="list-style-type: none"> • UJInvnt (Pty) Ltd <p>The Company is a wholly-owned (100%) private holding company of the Shareholder, established for the following purpose:</p> <ul style="list-style-type: none"> * the commercialisation on behalf of the University including, but not limited, to the following: Intellectual Property, providing technical and training services, consultancy services and courses; and * a Company that will hold shareholding on behalf of the Shareholder, and act as the Holding Company for commercial activities. | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • Resolution Circle (Pty) Ltd <p>Resolution Circle is a training hub that prides itself on providing experiential learning opportunities to undergraduate electrical and mechanical engineering students from universities of technology, practical in-service project training, various short-learning and candidacy programs applicable to the ever-changing world of engineering and engineering technology.</p> | 31 December | 100% Through UJInvnt (Pty) Ltd | Qoboza Klaaste Building, 20 Heights St, Doornfontein |
| <ul style="list-style-type: none"> • A Million Up Trading (Pty) Ltd <p>The principal activities of this company is to provide accommodation to students.</p> | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • UJ Properties (Pty) Ltd <p>The principal activities of this company is engaged in property holding and operates principally in South Africa.</p> | 31 December | 100% | Cnr Barry Hertzog Rd and Napier Rd, Richmond |
| <ul style="list-style-type: none"> • University of Johannesburg / City Lodge Educational Trust <p>The Trust is a separate entity with the University being its sole beneficiary. The principal activity of the Trust is to maintain its assets for capital growth and for the sole benefit of the University through an annual distribution. The funds are managed by an independent Board of Trustees, 2 appointed by City Lodge and 2 appointed by the University of Johannesburg.</p> | 30 June | N/A | Cnr University and Kingsway Rd, Auckland Park |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Related parties continued...

| | | | |
|--|-------------|------|---|
| <ul style="list-style-type: none"> • UJ Trust <p>The UJ Trust is a related party to the University of Johannesburg by virtue of control vesting in the Trustees, as appointed by the University, as well as the University being its sole beneficiary. The Trust's main objective is to support the strategic objectives of the University financially in its capacity as a PBO.</p> | 31 December | N/A | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • UJ Metropolitan Academy Trust <p>The UJ Metropolitan Academy Trust was setup with the objective to promote, foster and advance the interest of the UJ Metropolitan Academy and of all those who from time to time are students at the Academy by such means as the trustees may in their discretion deem to be expedient and in particular by providing further or better education, academic or recreational facilities at the Academy.</p> | 31 December | N/A | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • Gradnet Portal (Pty) Ltd <p>The principal activities of this company is to supply online services to students and alumni of education institutions. Inactive, liquidation process has been finalised and the company is still in the process of closing out the accounts.</p> | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • UJ Entrepreneurship Trust <p>The overriding purposes and objectives of the Trust are to provide funding on a non-profit basis to small, medium and micro-sized enterprises.</p> | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • Johannesburg Business School (Pty) Ltd <p>The principal activities of this company is to ensure the trademark of Johannesburg Business School is protected.</p> | 31 December | 100% | Cnr University and Kingsway Rd, Auckland Park |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Related parties continued...

The University of Johannesburg has an interest in the following companies:

All related parties with a Year End's other than December are consolidated up to December.

| | Year End | Shareholding University of Johannesburg | Non-controlling interest | Principal place of business |
|--|-------------|---|-----------------------------|--|
| <ul style="list-style-type: none"> • Praestet (Pty) Ltd <p>Production of paediatric hospital beds that effectively facilitates treatment of children in hospital. Shareholding still in process of being resolved.</p> | 31 December | N/A | N/A | 115 Roseways 17 Tyrwhitt Avenue Roseways |
| <ul style="list-style-type: none"> • University Sports Company (Pty) Ltd <p>The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC.</p> | 31 December | 4.00% | N/A | Cnr University and Kingsway Rd, Auckland Park |
| <ul style="list-style-type: none"> • Verisol (Pty) Ltd <p>The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.</p> | 28 February | 10.00% | N/A | 17 Quantum Street Techno Park, Stellenbosch |

30.2 Key Management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executives.

Compensation paid to key management and members of Council

Salaries and other short-term employee benefits

| | | | | |
|------------------------|---------------|---------------|---------------|---------------|
| - members of council | 1,101 | 958 | 1,101 | 958 |
| - management (note 37) | 76,022 | 63,647 | 76,022 | 63,647 |
| | <u>77,124</u> | <u>64,605</u> | <u>77,124</u> | <u>64,605</u> |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Related parties continued...

Members of Council

| | | | | |
|---------------|--------------|------------|--------------|------------|
| Kakana X | 121 | 107 | 121 | 107 |
| Ndema Y | 120 | 120 | 120 | 120 |
| Baleni MF | 139 | 133 | 139 | 133 |
| Mvubu N | 49 | 47 | 49 | 47 |
| Meyer TA | 54 | 33 | 54 | 33 |
| Gugushe K | 83 | 98 | 83 | 98 |
| Hildebrandt D | - | 9 | - | 9 |
| Khumalo M | - | 28 | - | 28 |
| Mateza L | 91 | 68 | 91 | 68 |
| Potgieter R | 20 | 14 | 20 | 14 |
| Khumalo LT | 97 | 28 | 97 | 28 |
| Mokoena AG | 58 | 51 | 58 | 51 |
| Rowland W | - | 78 | - | 78 |
| Molope WCN | 63 | 65 | 63 | 65 |
| Mpunzi LM | 103 | 70 | 103 | 70 |
| Schreiner JA | - | 9 | - | 9 |
| Ratshefola V | 43 | - | 43 | - |
| Zondi TP | 59 | - | 59 | - |
| | <u>1,101</u> | <u>958</u> | <u>1,101</u> | <u>958</u> |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements**Figures in R `000**

Related parties continued...**Payment to members of Council**

Payment for attendance at meetings of the Council and its sub-committees

| To whom paid | Number of Members | Attendance at meetings – aggregate amount paid R'000 | Reimbursement of expenses - aggregate paid |
|-------------------------|----------------------|--|--|
| 31 December 2024 | | | |
| Chair of Council | 1 | 121 | - |
| Deputy Chair of Council | 1 | 120 | - |
| Chairs of Committees | 4 | 376 | - |
| Members of Council | 9 | 484 | - |
| | | <u>1,101</u> | |
| 31 December 2023 | | | |
| Chair of Council | 1 | 107 | - |
| Deputy Chair of Council | 1 | 120 | - |
| Chairs of Committees | 4 | 363 | - |
| Members of Council | 11 | 368 | - |
| | | <u>958</u> | |

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Related parties continued...

30.3 Related party transactions and balances

| University | A Million Up Investments 76 (Pty) Ltd | | | Total | |
|----------------------------|---------------------------------------|--------------|--|----------------|--------------|
| | 2024 | 2023 | | 2024 | 2023 |
| Opening balance | 7,226 | 7,598 | | 7,226 | 7,598 |
| Loans advances during year | - | - | | - | - |
| Loans repayment received | (8,259) | (372) | | (8,259) | (372) |
| Closing balance | (1,033) | 7,226 | | (1,033) | 7,226 |

The loans are unsecured, bear no interest and have no repayment terms.

Investments in related parties:

| University | UJvmt (Pty) Ltd | | UJ Properties (Pty) Ltd | | A Million Up Investments 76 (Pty) Ltd | | Gradnet Portal (Pty) Ltd | | Total | |
|-------------------------|-----------------|---------------|-------------------------|---------------|---------------------------------------|---------------|--------------------------|----------|----------------|----------------|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| Opening balance | 39,099 | 30,299 | 90,636 | 90,636 | 85,431 | 85,431 | - | 3,605 | 215,166 | 209,971 |
| Investments during year | 1,355 | 8,800 | - | - | - | - | - | - | 1,355 | 8,800 |
| Disposal of investment | - | - | - | - | - | - | - | (3,605) | - | (3,605) |
| Closing balance | 40,454 | 39,099 | 90,636 | 90,636 | 85,431 | 85,431 | - | - | 216,521 | 215,166 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Related parties continued...

30.4 Related party transactions and balances

The following transactions were carried out with related parties

(a) Purchase of goods and services

Purchases of services:

| | | | | |
|----------------------------------|---|---|--------|--------|
| from Resolution Circle (Pty) Ltd | - | - | 11,771 | 10,676 |
| from UJ Properties (Pty) Ltd | - | - | 14,025 | 10,054 |

(b) Sale of goods and services

Sale of services:

| | | | | |
|--|---|-----|-------|-------|
| to Resolution Circle (Pty) Ltd | - | - | 136 | 18 |
| to UJ Properties (Pty) Ltd | - | - | 9,049 | 4,743 |
| to University Sports Company (Pty) Ltd | - | 291 | - | 291 |
| to Million Up Trading (Pty) Ltd | - | - | 5,119 | 5,332 |
| to UJInvnt (Pty) Ltd | - | - | 1,616 | 2,813 |

(c)

Year-end balances arising from purchases of goods/services

Payables to related parties:

| | | | | |
|-----------------------------|---|---|--------|-------|
| Resolution Circle (Pty) Ltd | - | - | 13,495 | - |
| UJ Properties (Pty) Ltd | - | - | 1,873 | 2,427 |

(d) IFRS 16 lease transactions

| | | | | |
|------------------|---|---|-------|-------|
| Lease repayment | - | - | 9,126 | 9,126 |
| Interest expense | - | - | 1,037 | 377 |

(e) Donations from related parties:

| | | | | |
|----------|---|---|--------|---|
| UJ Trust | - | - | 47,544 | - |
|----------|---|---|--------|---|

31. Financial risk management

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University.

This note explains the group's exposure to financial risks and how these risks could affect the group's future financial performance. Current year profit and loss information has been included where relevant to add further context.

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

| 31.1 Risk | Exposure arising from | Measurement | Management |
|-------------------------------|--|--|---|
| Market risk – currency | Future commercial transactions | Cash flow forecasting and sensitivity analysis | Forward exchange contracts |
| Market risk – interest rate | Interest bearing investments (long and short term) | Sensitivity analysis | Bank diversification (short term). |
| Market risk - security prices | Investments in equity securities | Sensitivity analysis | Portfolio diversification |
| Credit risk | Cash and cash equivalents, trade receivables, debt investments and contract assets | Aging analysis and credit ratings | Diversification of bank deposits, credit limits and letters of credit. Investment guidelines for debt investments |
| Liquidity risk | Borrowings and other liabilities | Rolling cash flow forecasts | Monitoring daily cash levels and requirements |

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

31.2 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 11.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

Notes to the Consolidated and Separate Financial Statements**Figures in R '000*****Financial risk management continued...*****ii) Interest rate risk**

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with fund managers under mandate agreements and with the five major South African commercial banks at ruling interest rate. These agreements specify the asset allocation matching the risk that the University is prepared to take. The short-term investments that are invested with the five major South African commercial banks are invested at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 12.

A 1% change in the interest rate could have a Consolidated R11 054/ University R11 054 (2023: Consolidated R2 864 / University R2 864) interest income influence on an annual basis ie. a Consolidated R11 054/ University R11 054 (2023: Consolidated R2 864 / University R2 864) influence on profit and loss and equity.

This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R11 054 / University R11 054 (2023: Consolidated R2 864 / University R2 864

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 11.

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as fair value through profit or loss financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

A 10% change in the price rate could have a Consolidated R500 000 / University R400 000 (2023: Consolidated R400 000 / University R300 000) influence on an annual basis on profit and loss and equity.

| | | | | |
|-------------------|-----------|-----------|-----------|-----------|
| Listed equities | 4,824,058 | 4,272,257 | 3,762,000 | 3,345,568 |
| 10% change impact | 500,000 | 400,000 | 400,000 | 300,000 |

For the period ended 31 December 2024, if the FTSE/JSE CAPI index increased/ decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the fair value of the non current investment on the statement of financial position would be Consolidated R 4 824 058 / University R3 762 000 (2023: Consolidated R4 272 257/ University R3 345 836) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

31.3 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counter party to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 40% of the available funds abroad.

All funds are invested with BB rated financial institutions, or guaranteed by the government.

The University defines a financial instrument as in default, which is fully aligned with the definition of credit impaired, when it meets one or more of the following criteria:

Quantitative criteria:

The borrower is more than 30 days past due on its contractual payments.

Qualitative criteria:

The borrower meets unlikelihood to pay criteria, which indicates the borrower is in significant financial difficulty. These are instances where:

- The borrower is in long-term forbearance.
- The borrower is in breach of financial covenant(s) if applicable.
- It is becoming probable that the borrower will enter bankruptcy.
- Financial assets are purchased or originated at a deep discount that reflects incurred credit losses.
- An active market for that financial asset has disappeared.

The criteria above have been applied to all financial instruments held by the University and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the PD, EAD and LGD throughout the University's expected loss calculations.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of three months. This period of three months has been determined based on an analysis which considers the likelihood of a financial instrument returning to default status after cure using different possible cure definitions.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Credit worthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

At year end all student receivables are past due as the last due date is 31 August of that period. In calculating the provision, the student receivables balance is stratified between NSFAS receivables and other student receivables. In calculating the provision for other student receivables a historical loss rate is used and the impact of forward looking information is not material. In calculating the provision for NSFAS receivables, the probability of default is determined using an appropriate credit rating.

Details of the student receivables as at 31 December 2024:

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Student receivables | 1,097,233 | 989,251 | 1,082,354 | 975,750 |
| - past due but not impaired (4 months overdue) | 480,004 | 406,203 | 476,376 | 404,835 |
| - impaired (more than 4 months overdue) | 617,229 | 583,048 | 605,978 | 570,915 |
| Less: Provision for impairment | (617,229) | (583,048) | (605,978) | (570,915) |
| Student receivables – net carrying amount | 480,004 | 406,203 | 476,376 | 404,835 |

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to customers with an appropriate credit history. It does not insure its other trade receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken
- Unpaid debts over 120 days: when a letter of demand has been sent and no payment or communication has been received the requestor and the client is informed and confirmation is requested that the account may be handed over. In the event that approval is given for the handover to commence, the account is handed over. If not received, the accountants keep on following up on outstanding debt on a continuous basis.

The provision for impairment is calculated based on the following:

- Outstanding invoices greater than 4 months and invoices handed over to attorneys are impaired
- Outstanding invoices greater than R1 million are assessed for impairment.

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

Details of the other receivables as at 31 December 2024 are as follows:

| | | | | |
|---|----------------|----------------|----------------|----------------|
| Other receivables | 238,101 | 189,242 | 231,362 | 151,419 |
| - fully performing | 222,917 | 179,833 | 216,830 | 142,203 |
| - impaired | 15,184 | 9,409 | 14,532 | 9,216 |
| Less: Provision for impairment | (15,184) | (9,409) | (14,532) | (9,216) |
| Other receivables – net carrying amount | 222,917 | 179,833 | 216,830 | 142,203 |

Student receivables

| | | | | |
|--|----------------|----------------|----------------|----------------|
| At 1 January | 583,048 | 606,719 | 570,915 | 602,019 |
| Provision for receivables impaired | 129,632 | 156,539 | 130,514 | 147,849 |
| Receivables written off during the year as uncollectable | (95,451) | (180,210) | (95,451) | (178,953) |
| At 31 December | 617,229 | 583,048 | 605,978 | 570,915 |

Ageing of provision for impairment

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Handed over to collecting agencies – more than two years | 166,739 | 303,756 | 335,415 | 301,814 |
| Handed over to collecting agencies – prior year | 103,824 | 69,427 | 103,824 | 67,484 |
| 4 Months overdue | 346,666 | 209,865 | 166,739 | 201,617 |
| | 617,229 | 583,048 | 605,978 | 570,915 |

Other receivables

| | | | | |
|--|---------------|--------------|---------------|--------------|
| At 1 January | 9,409 | 20,176 | 9,216 | 20,023 |
| Provision for receivables impaired | 7,473 | (7,893) | 7,014 | (7,138) |
| Receivables written off during the year as uncollectable | (1,698) | (2,874) | (1,698) | (3,669) |
| At 31 December | 15,184 | 9,409 | 14,532 | 9,216 |

Ageing of provision for impairment

| | | | | |
|---|---------------|--------------|---------------|--------------|
| Handed over to collecting agencies – 2021 | | 1,835 | | 1,230 |
| Handed over to collecting agencies – 2022 | 999 | 903 | 999 | 3,373 |
| Handed over to collecting agencies – 2023 | 3,257 | 6,671 | 2,610 | 4,613 |
| Handed over to collecting agencies – 2024 | 10,928 | | 10,923 | |
| Impaired as at reporting date | - | - | - | |
| | 15,184 | 9,409 | 14,532 | 9,216 |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

As at 31 December, the age analysis of receivables, all of which are due, is as follows:

Student receivables

| | Current Year | Prior Year | More than two years ago | Total |
|-------------------------------|--------------|------------|----------------------------|-----------|
| Consolidated - 2024 | | | | |
| Gross receivable | 646,743 | 103,824 | 346,666 | 1,097,233 |
| Provision for expected losses | 166,739 | 103,824 | 346,666 | 617,229 |
| Expected loss rate | 26 % | 100 % | 100 % | 56 % |
| Consolidated - 2023 | | | | |
| Gross receivable | 616,068 | 69,427 | 303,756 | 989,251 |
| Provision for expected losses | 303,756 | 69,427 | 209,865 | 583,048 |
| Expected loss rate | 49 % | 100 % | 69 % | 59 % |
| University - 2024 | | | | |
| Gross receivable | 642,605 | 103,824 | 335,415 | 1,081,844 |
| Provision for expected losses | 166,739 | 103,824 | 335,415 | 605,978 |
| Expected loss rate | 26 % | 100 % | 100 % | 56 % |
| University - 2023 | | | | |
| Gross receivable | 606,452 | 67,484 | 301,814 | 975,750 |
| Provision for expected losses | 201,617 | 68,484 | 301,814 | 571,915 |
| Expected loss rate | 33 % | 101 % | 100 % | 59 % |

Due to the nature of its operations, the University tracks outstanding fees on an academic year basis. The University considers all prior years' outstanding fees as past due. The University anticipates that the majority of the current year fees will be settled as part of the registration process for the 2025 academic year. It is the University policy that returning students are not allowed to register with outstanding fee debt.

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

Other receivables

| | Current | 0 - 30 days | 30 - 60 days | 60 days + | Total |
|-------------------------------|---------|-------------|--------------|-----------|---------|
| Consolidated - 2024 | | | | | |
| Gross receivable | 18,847 | 9,222 | 8,688 | 126,268 | 163,025 |
| Provision for expected losses | - | - | - | 15,184 | 15,184 |
| Expected loss rate | 0 % | 0 % | 0 % | 12 % | 9 % |
| Consolidated - 2023 | | | | | |
| Gross receivable | 74,090 | 24,533 | 10,798 | 16,706 | 126,127 |
| Provision for expected losses | - | - | - | 9,409 | 9,409 |
| Expected loss rate | 0 % | 0 % | 0 % | 56 % | 7 % |
| University - 2024 | | | | | |
| Gross receivable | 11,589 | 5,516 | 538 | 111,457 | 129,100 |
| Provision for expected losses | - | - | - | 2,920 | 2,920 |
| Expected loss rate | 0 % | 0 % | 0 % | 3 % | 2 % |
| University - 2023 | | | | | |
| Gross receivable | 49,330 | 24,533 | 10,798 | 16,706 | 101,367 |
| Provision for expected losses | - | - | - | 9,216 | 9,216 |
| Expected loss rate | 0 % | 0 % | 0 % | 55 % | 9 % |

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of profit or loss and comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 10.

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security.

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counter party default rates.

Trade receivables

Counter parties without external credit rating:

| | | | | |
|---|----------------|----------------|----------------|----------------|
| - Current students which will register in 2025. | 480,004 | 406,203 | 476,376 | 404,835 |
| - Other receivables | 147,381 | 116,718 | 114,568 | 92,151 |
| | 627,385 | 522,921 | 590,944 | 496,986 |

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Financial risk management continued...

Cash and cash equivalents

BB (2023: BB) Rating:

- Prime South African Bank

| | | | |
|------------------|------------------|------------------|------------------|
| 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |
| 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |

Fair value financial assets

BB (2023: BB) Rating:

- Government stocks and bonds

724,914 683,631 616,288 625,712

- Listed stocks and debentures

548,790 481,242 428,961 327,583

- Listed shares all top 40 companies

4,824,058 4,272,257 3,762,000 3,345,836

- Fixed and other deposits, prime South African Banks

737,174 444,460 657,355 393,260

- Endowment policies, top 40 South African insurance companies

31,530 31,307 31,530 31,307

31.4 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of accounts payable. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

| | Less than 1 year | Between 1 and 2 years | Between 2 and 5 Years | Over 5 Years | Total |
|-------------------------|---------------------|--------------------------|--------------------------|--------------|------------------|
| Consolidated | | | | | |
| 31 December 2024 | | | | | |
| Accounts payable | 2,138,780 | - | - | - | 2,138,780 |
| | 2,138,780 | - | - | - | 2,138,780 |
| 31 December 2023 | | | | | |
| Accounts payable | 1,900,400 | - | - | - | 1,900,400 |
| | 1,900,400 | - | - | - | 1,900,400 |
| University | | | | | |
| 31 December 2024 | | | | | |
| Loan from subsidiary | 1,033 | | | | |
| Accounts payable | 2,123,905 | - | - | - | 2,123,905 |
| | 2,124,938 | - | - | - | 2,123,905 |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

| | Less than 1 year | Between 1 and 2 years | Between 2 and 5 Years | Over 5 Years | Total |
|-------------------------|---------------------|--------------------------|--------------------------|--------------|------------------|
| 31 December 2023 | | | | | |
| Accounts payable | 1,892,221 | - | - | - | 1,892,221 |
| | 1,892,221 | - | - | - | 1,892,221 |

31.5 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

The amounts managed as capital by the Group for the reporting periods under review are summarised as follows:

| | | | | |
|---------------------------|------------------|------------------|------------------|------------------|
| Total equity | 10,986,235 | 10,133,027 | 9,636,040 | 8,917,145 |
| Cash and cash equivalents | (2,049,758) | (2,151,800) | (2,020,013) | (2,110,189) |
| Capital | 8,936,477 | 7,981,227 | 7,616,027 | 6,806,956 |

31.6 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

| | Amortised cost | FVPL | Total |
|---|-------------------|-----------|------------------|
| Consolidated | | | |
| 31 December 2024 | | | |
| Financial assets | | | |
| Fair value through profit or loss financial assets | - | 6,871,425 | 6,871,425 |
| Trade and other receivables (excluding prepayments) | 702,921 | - | 702,921 |
| Cash and cash equivalents | 2,049,758 | - | 2,049,758 |
| Financial liabilities | | | |
| Trade payables | 2,138,780 | - | 2,138,780 |

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|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

Financial risk management continued...

31 December 2023

| | | | |
|---|-----------|-----------|-----------|
| Fair value through profit or loss financial assets | - | 5,917,672 | 5,917,672 |
| Trade and other receivables (excluding prepayments) | 586,036 | - | 586,036 |
| Cash and cash equivalents | 2,151,800 | - | 2,151,800 |

Financial liabilities

| | | | |
|----------------|-----------|---|-----------|
| Borrowings | - | - | - |
| Trade payables | 1,900,400 | - | 1,900,400 |

| | | |
|-------------------|------|-------|
| Amortised cost | FVPL | Total |
|-------------------|------|-------|

University

31 December 2024

Financial assets

| | | | |
|---|-----------|-----------|-----------|
| Fair value through profit or loss financial assets | - | 5,501,092 | 5,501,092 |
| Trade and other receivables (excluding prepayments) | 693,206 | - | 693,206 |
| Cash and cash equivalents | 2,020,013 | - | 2,020,013 |

Financial liabilities

| | | | |
|-----------------------|-----------|---|-----------|
| Loans from subsidiary | 1,033 | - | - |
| Trade payables | 2,123,905 | - | 2,123,905 |

31 December 2023

Financial assets

| | | | |
|---|-----------|-----------|-----------|
| Fair value through profit or loss financial assets | - | 4,728,473 | 4,728,473 |
| Loan to subsidiary | 7,226 | - | - |
| Trade and other receivables (excluding prepayments) | 547,038 | - | 547,038 |
| Cash and cash equivalents | 2,110,189 | - | 2,110,189 |

Financial liabilities

| | | | |
|----------------|-----------|---|-----------|
| Borrowings | - | - | - |
| Trade payables | 1,892,221 | - | 1,892,221 |

31.7 Fair value estimation

The University classifies its fair value measurements using the following measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs are unobservable inputs for the asset or liability. Unobservable inputs are used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset or liability at the measurement date (level 3).

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Financial risk management continued...

The following table presents the Consolidated assets and liabilities that are measured at fair value:

| | Level 1 | Level 2 | Total |
|--|------------------|----------------|------------------|
| Consolidated | | | |
| 31 December 2024 | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares (market price) | 4,824,058 | - | 4,824,058 |
| - listed stocks and debentures (market price) | 548,790 | - | 548,790 |
| - government stocks and bonds (market price) | 724,914 | - | 724,914 |
| - fixed deposits (income approach) | - | 66,885 | 66,885 |
| - other deposits and loans (income approach) | - | 670,289 | 670,289 |
| - endowment policies (income approach) | - | 31,530 | 31,530 |
| - other investments (income approach) | - | 4,959 | 4,959 |
| | 6,097,762 | 773,663 | 6,871,425 |
| 31 December 2023 | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares (market price) | 4,272,257 | - | 4,272,257 |
| - listed stocks and debentures (market price) | 481,242 | - | 481,242 |
| - government stocks and bonds (market price) | 683,631 | - | 683,631 |
| - fixed deposits (income approach) | - | 60,242 | 60,242 |
| - other deposits and loans (income approach) | - | 384,218 | 384,218 |
| - endowment policies (income approach) | - | 31,307 | 31,307 |
| - other investments (income approach) | - | 4,775 | 4,775 |
| | 5,437,130 | 480,542 | 5,917,672 |
| University | | | |
| 31 December 2024 | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares (market price) | 3,762,000 | - | 3,762,000 |
| - listed stocks and debentures (market price) | 428,961 | - | 428,961 |
| - government stocks and bonds (market price) | 616,288 | - | 616,288 |
| - fixed deposits (income approach) | - | 66,885 | 66,885 |
| - other deposits and loans (income approach) | - | 590,469 | 590,469 |
| - endowment policies (income approach) | - | 31,530 | 31,530 |
| - other investments (income approach) | - | 4,959 | 4,959 |
| | 4,807,249 | 693,843 | 5,501,092 |

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

| | Level 1 | Level 2 | Total |
|--|------------------|----------------|------------------|
| University | | | |
| 31 December 2023 | | | |
| Fair value through profit or loss financial assets | | | |
| - listed shares (market price) | 3,345,836 | - | 3,345,836 |
| - listed stocks and debentures (market price) | 327,583 | - | 327,583 |
| - government stocks and bonds (market price) | 625,712 | - | 625,712 |
| - fixed deposits (income approach) | - | 60,242 | 60,242 |
| - other deposits and loans (income approach) | - | 333,018 | 333,018 |
| - endowment policies (income approach) | - | 31,307 | 31,307 |
| - other investments (income approach) | - | 4,775 | 4,775 |
| | 4,299,131 | 429,342 | 4,728,473 |

There were no transfers between Level 1 and Level 2 during the year ended 31 December 2024 and 2023.

The fair value of financial instruments traded in active markets are based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise listed shares, listed stocks and debentures and government stocks and debentures classified as trading securities at fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market are determined by using valuation techniques. These valuation techniques are selected based on characteristics of each instrument, with the overall objective to maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. Fixed deposits, other deposits and loans and endowment policies are valued using the Income approach in which future cashflows are discounted to a current present value using market related interest rates. Borrowings are valued at fair value by discounting future cashflows to a current present value using market related interest rates based on the entities credit risk.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

32. Cash flows

Cash flows from operating activities

| | | | | |
|---|-----------------|------------------|----------------|------------------|
| Profit for the year | 934,937 | 686,585 | 796,670 | 591,721 |
| Adjustments for: | | | | |
| – (Decrease)/ increase in student credit losses provision (note 10) | 34,181 | (23,671) | 35,063 | (31,104) |
| – (decrease)/ increase in non-student credit losses provision (note 10) | 5,775 | (10,767) | 5,316 | (10,807) |
| – student bad debt written off (note 10) | 95,451 | 180,210 | 95,451 | 178,953 |
| – non-student bad debt written off (note 10) | 1,698 | 2,874 | 1,698 | 3,669 |
| – depreciation (note 6) | 122,929 | 110,205 | 125,845 | 115,319 |
| – amortisation (note 7) | 1,631 | 1,335 | 1,631 | 1,335 |
| – profit on disposal of property, plant and equipment | (57) | (121) | (57) | (121) |
| – loss on disposal of intangible assets | 49 | - | 49 | - |
| – remeasurement of lease liability | - | - | - | - |
| – finance income (note 26) | (96,116) | (139,676) | (93,584) | (136,712) |
| – interest income on investments (note 28) | (291,556) | (303,214) | (257,053) | (276,242) |
| – finance cost (note 27) | 6 | 143 | 2 | 2 |
| – dividends received (note 28) | (126,769) | (123,689) | (104,348) | (101,230) |
| – movement in Post-employee benefits asset and obligation (note 18) | (68,451) | (65,937) | (68,451) | (65,937) |
| – foreign exchange (gains)/losses (note 25) | (218) | 2,204 | (218) | 2,204 |
| – non-cash movement interest on defined benefit plan (note 26) | 59,634 | 53,727 | 59,634 | 53,727 |
| – non-cash movement on investments in fair value (note 11) | (667,424) | (206,192) | (539,448) | (151,992) |
| – non-cash movement on deferred income (note 17) | (36,644) | (34,189) | (36,644) | (34,189) |
| – non-cash movement on provisions | 50,600 | 68,500 | 50,600 | 68,500 |
| – non-cash movement on borrowings | - | - | - | - |
| Changes in working capital: | | | | |
| – receivables and prepayments (note 10) | (253,772) | (282,470) | (283,478) | (283,412) |
| – trade and other payables (note 14) | 248,640 | (129,918) | 241,943 | (133,647) |
| – inventory (note 9) | 4,755 | (1,749) | 4,664 | (1,951) |
| – provisions (note 13) | (51,034) | (71,756) | (51,034) | (71,756) |
| – deferred income (note 17) | - | - | - | - |
| – student deposits and income received in advance (note 16) | 14,897 | 35,060 | 10,536 | 34,468 |
| | (16,858) | (252,506) | (5,212) | (249,202) |

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Profit on disposal (note 6) | 57 | 121 | 57 | 121 |
| Net book amount (note 6) | 1,832 | 1,244 | 1,832 | 1,047 |
| Proceeds from disposal | 1,888 | 1,365 | 1,888 | 1,168 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Cash flows continued...

Net Debt Reconciliation

| | | | | |
|---------------------------|------------------|------------------|------------------|------------------|
| Cash and cash equivalents | 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |
| | 2,049,758 | 2,151,800 | 2,020,013 | 2,110,189 |

| | Other Assets Cash | Liabilities from financing activities | | Total |
|--|----------------------|---------------------------------------|--------------------------------|------------------|
| | | Borrowings due within 1 year | Borrowings due after 1 year | |
| Consolidated | | | | |
| Net debt as at 1 January 2023 | 2,560,464 | - | - | 2,560,464 |
| Cash flows | (408,664) | - | - | (408,664) |
| Net debt as at 31 December 2023 | 2,151,800 | - | - | 2,151,800 |
| Cash flows | (102,042) | - | - | (102,042) |
| Net debt as at 31 December 2024 | 2,049,758 | - | - | 2,049,758 |
| University | | | | |
| Net debt as at 1 January 2023 | 2,531,232 | - | - | 2,531,232 |
| Cash flows | (421,043) | - | - | (421,043) |
| Net debt as at 31 December 2023 | 2,110,189 | - | - | 2,110,189 |
| Cash flows | (90,176) | - | - | (90,176) |
| Net debt as at 31 December 2024 | 2,020,013 | - | - | 2,020,013 |

33. Commitments

| | | | | |
|--|---------|---------|---------|---------|
| Commitments – contracted | 185,505 | 138,119 | 185,442 | 138,119 |
| Commitments – approved, not contracted for | 126,540 | 129,608 | 126,540 | 129,608 |

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

34. Contingencies

The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business from billing disputes with the City of Johannesburg. This includes meter reading disputes, rate disputes, service charges and interest disputes. It is not anticipated that any material liabilities will arise from the contingent liabilities.

| | | | | |
|--------------------------------------|---------------|--------------|---------------|--------------|
| Incorrect allocation of charges | 34,791 | 36,952 | 34,791 | 36,952 |
| Incorrect charges to be claimed back | (10,801) | (27,575) | (10,801) | (27,575) |
| Net contingent liability | 23,989 | 9,377 | 23,989 | 9,377 |

Notes to the Consolidated and Separate Financial Statements

| Figures in R `000 | Consolidated 2024 | Consolidated 2023 | University 2024 | University 2023 |
|-------------------|----------------------|----------------------|--------------------|--------------------|
|-------------------|----------------------|----------------------|--------------------|--------------------|

35. Going concern

The University continues to adopt the going concern basis in the preparation of the consolidated financial statements. The University's forecasts and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the medium term. This is evidenced by financial performance for the 2024 financial year, where revenue levels and cash position at year end increased, resulting in a more favourable, financially sustainable and liquid position at year end. This is further evidenced by the growth in the University's reserves position.

Despite continuing economic uncertainty resulting from macroeconomic factors, climate effects, inflationary pressures, subsidy cuts and other geopolitical unrest, the university continues to attain a net surplus position for the 2024 year, with this surplus trend being projected into the next five years as modelled per the UJ Financial Sustainability Model. The liquidity and solvency ratios are also positive, an increase from prior year is noted. This is however considered more favourable when compared to the 2024 budgeted expectations. All the liquidity and solvency indicators point to the University's ability of being able to meet its obligations into the foreseeable future.

36. Events after balance sheet

No adjusting or significant non-adjusting events have occurred between the 31 December 2024 reporting date and the date of authorisation.

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

37. Executive Remuneration 2024

| Designation | Name | Salary | Allowances | Employer Contributions | Total | Leave Days sold | Merit and Other Payments | Total |
|---|---------------------|---------------|--------------|------------------------|---------------|-----------------|--------------------------|---------------|
| Vice Chancellor & Principal | LG Mpedi | 4,674 | 123 | 621 | 5,418 | 205 | 2,578 | 8,202 * |
| Chief Financial Officer | N Mamorare | 3,288 | 55 | 298 | 3,641 | - | 1,509 | 5,149 |
| Chief Operating Officer | MA Ralephata | 3,189 | 46 | 397 | 3,632 | - | 1,469 | 5,101 |
| Deputy Vice-Chancellor: Academic | S Khan | 3,086 | 117 | 384 | 3,587 | - | 1,409 | 4,996 |
| Deputy Vice-Chancellor: Research & Innovation (Designate) | MN Phaswana-Mafuya | 464 | 128 | 50 | 642 | - | 121 | 763 *** |
| General Counsel | AL Pretorius | 2,426 | 13 | 220 | 2,658 | - | 1,046 | 3,705 |
| Registrar | B Jansen van Vuuren | 3,036 | 53 | 378 | 3,467 | 163 | 1,047 | 4,677 |
| Senior Executive Director | B Ngqulunga | 3,080 | 32 | 279 | 3,391 | - | 560 | 3,951 ***** |
| Senior Executive Director | NY Vukuza | 711 | 8 | 89 | 808 | - | 279 | 1,087 ***** |
| Executive Dean: Art, Design & Architecture | F Freschi | 2,039 | 42 | 184 | 2,265 | - | 362 | 2,627 |
| Executive Dean: College of Business & Economics | L Ntsalaze | 573 | 5 | 72 | 650 | - | - | 650 |
| Executive Dean: College of Business & Economics (Designate) | STM Moloi | 404 | 135 | 50 | 589 | - | 132 | 721 ***** |
| Executive Dean: Faculty of Education | NF Petersen | 2,075 | 53 | 297 | 2,424 | 258 | 613 | 3,295 |
| Executive Dean: Faculty of Engineering & Built Environment | D Mashao | 2,280 | 83 | 284 | 2,647 | - | 817 | 3,464 |
| Executive Dean: Faculty of Humanities | K Naidoo | 1,976 | 21 | 246 | 2,243 | 55 | 550 | 2,848 |
| Executive Dean: Faculty of law | W Domingo | 1,515 | 14 | 137 | 1,667 | 71 | 1,250 | 2,987 |
| Executive Dean: Faculty of Science | AN Moteetee | 1,945 | 64 | 278 | 2,286 | - | 381 | 2,667 |
| Executive Dean: Health sciences | MA Temane | 510 | 5 | 46 | 561 | - | 329 | 890 |
| Executive Dean: Library & Information Centre | KM Frahm-Arp | 2,037 | 97 | 187 | 2,321 | - | 529 | 2,849 |
| Executive Dean: Research & Innovation | NM Luruli | 2,038 | 89 | 185 | 2,312 | - | 739 | 3,051 |
| Chief Information Officer | KF Sibanda | 912 | 9 | 83 | 1,003 | 12 | 139 | 1,153 |
| Chief Information Officer (Designate) | ML Phofu | 377 | 46 | 34 | 458 | - | 14 | 472 ** |
| Executive Director: Financial Business Support | SM Makinta | 874 | 37 | 131 | 1,042 | - | - | 1,042 |
| Executive Director: Financial Governance & Control | L Riba | 2,180 | 21 | 271 | 2,472 | - | 877 | 3,349 |
| Executive Director: Human Capital Management | TL Kwinana | 2,159 | 49 | 214 | 2,422 | 44 | 840 | 3,306 |
| Executive Director: Operations | K Nkwana | 2,081 | 64 | 259 | 2,405 | - | 615 | 3,020 |
| | | 49,929 | 1,406 | 5,674 | 57,009 | 807 | 18,206 | 76,022 |

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Executive Remuneration 2024 continued...

*

Remuneration of the Vice Chancellor and Principal

| | |
|------------------------------|-------|
| Annual Remuneration | 3,965 |
| Accommodation Fringe Benefit | 760 |
| Non Pensionable Salary | 694 |
| Merit and other payments | 2,783 |
| Total Salary | 8,202 |

** ML Phofu - Appointed 01 October 2024
*** MN Phaswana - Mafuya - Appointed 01 October 2024
**** STM Moloi - Appointed 01 October 2024
***** B Ngqulunga - Appointed 01 April 2024
***** NY Vukuza - Retired - 31 March 2024

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Executive Remuneration 2024 continued...

Executive Remuneration 2023

| Designation | Name | Salary | Allowances | Employer Contributions | Total | Leave Days sold | Merit and Other Payments | Total |
|--|---------------------|---------------|--------------|------------------------|---------------|-----------------|--------------------------|---------------|
| Vice-Chancellor & Principal | T Marwala | 799 | 16 | 75 | 890 | 572 | - | 1,462 * |
| Vice-Chancellor & Principal | L G Mpedi | 4,203 | 221 | 569 | 4,993 | - | 863 | 5,856 |
| Chief Financial Officer | N Mamorare | 3,126 | 79 | 289 | 3,495 | - | 658 | 4,153 |
| Chief Operating Officer | M A Ralephata | 3,030 | 53 | 386 | 3,469 | - | 636 | 4,104 |
| Deputy Vice-Chancellor Academic | S Khan | 2,579 | 81 | 317 | 2,976 | - | 447 | 3,423 |
| Deputy Vice-Chancellor Research & Innovation | S Sinha | 1,527 | 32 | 181 | 1,740 | 99 | 210 | 2,050 |
| General Counsel | A L Pretorius | 2,307 | 78 | 213 | 2,598 | - | 248 | 2,846 |
| Registrar | I C Burger | 697 | 8 | 103 | 808 | 276 | 193 | 1,276 |
| Registrar | B Jansen van Vuuren | 2,013 | 24 | 256 | 2,293 | 118 | 222 | 2,632 ***** |
| Senior Executive Director | NY Vukuza | 2,841 | 83 | 362 | 3,285 | - | 608 | 3,893 |
| Executive Dean: Faculty of Art, Design & Architecture | F Freschi | 485 | 103 | 44 | 632 | - | - | 632 ** |
| Executive Dean: Faculty of Art, Design & Architecture | S B Laurent | 163 | 2 | 15 | 180 | 10 | 714 | 905 |
| Executive Dean: College for Business & Economics | L Ntsalaze | 2,288 | 22 | 291 | 2,602 | - | 54 | 2,656 |
| Executive Dean: Faculty of Education | N F Peterson | 1,847 | 67 | 269 | 2,184 | - | 229 | 2,413 |
| Executive Dean: Faculty of Engineering & the Built Environment | D Mashao | 2,166 | 32 | 276 | 2,474 | - | 353 | 2,827 |
| Executive Dean: Faculty of Humanities | K Naidoo | 1,878 | 60 | 239 | 2,177 | - | 229 | 2,406 |
| Executive Dean: Faculty of Law | P W Domingo | 2,161 | 63 | 200 | 2,425 | - | 102 | 2,527 |
| Executive Dean: Faculty of Science | A N Moteete | 770 | 9 | 112 | 891 | - | 78 | 969 *** |
| Executive Dean: Health Sciences | D Meyer | 572 | 5 | 73 | 650 | - | 243 | 893 |
| Chief Information Officer | KF Sibanda | 1,939 | 48 | 179 | 2,167 | - | 395 | 2,561 |
| Executive Director: Expenditure | S M Makinta | 1,937 | 75 | 253 | 2,265 | - | 322 | 2,587 |
| Executive Director: Facilities Management | K Nkwana | 330 | 141 | 42 | 512 | - | - | 512 **** |
| Executive Director: Financial Governance & Revenue | L Riba | 1,879 | 58 | 239 | 2,176 | - | 328 | 2,505 |
| Executive Director: Human Capital Management | T L Kwinana | 1,903 | 43 | 250 | 2,196 | 84 | 329 | 2,608 |
| Executive Director: Library and Information Centre | KM Frahm-Arp | 1,936 | 49 | 182 | 2,167 | - | 229 | 2,396 |
| Executive Director: Research & Innovation | N M Luruli | 1,938 | 136 | 179 | 2,253 | - | 301 | 2,554 |
| | | 47,313 | 1,589 | 5,595 | 54,498 | 1,159 | 7,990 | 63,647 |

The merit and other payments includes payments made during the year for annual performance plans, as well as payments for staff retention incentives.

University of Johannesburg
Consolidated and Separate Financial Statements for the year ended 31 December 2024

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Executive Remuneration 2024 continued...

*

Remuneration of the Vice Chancellor and Principal

| | |
|------------------------------|-------|
| Annual Remuneration | 3,579 |
| Accommodation Fringe Benefit | - |
| Non Pensionable Salary | 624 |
| Merit and other payments | 1,653 |
| Total Salary | 5,856 |

** F Freschi - Appointed 01 October 2023
*** A N Moteetee - Appointed 01 August 2023
**** K Nkwana - Appointed 01 November 2023
***** B Jansen van Vuuren - Appointed 01 April 2023

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

DHET Statements of Profit or Loss and Other Comprehensive Income

| Figures in R '000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommodation - restricted | Total 2024 | Total 2023 |
|---|-------|--------------------------------------|---|------------------|--|------------------|------------------|
| Consolidated | | | | | | | |
| Total income | | 6,424,839 | 813,348 | 7,238,187 | 278,765 | 7,516,952 | 6,810,641 |
| Recurring items | | 6,424,782 | 813,348 | 7,238,130 | 278,765 | 7,516,895 | 6,810,520 |
| State appropriations – subsidies and grants | 19 | 2,722,017 | - | 2,722,017 | - | 2,722,017 | 2,720,089 |
| Tuition and other fee income | 20 | 2,469,170 | 26,101 | 2,495,271 | 267,573 | 2,762,844 | 2,572,194 |
| Income from contracts | | 44,415 | 316,264 | 360,679 | - | 360,679 | 368,961 |
| For research | 21 | 39,491 | 315,393 | 354,884 | - | 354,884 | 361,991 |
| For other activities | 22 | 4,924 | 871 | 5,795 | - | 5,795 | 6,969 |
| Sales of goods and services | 22 | 136,548 | 157,744 | 294,292 | 9,035 | 303,327 | 209,549 |
| Private gifts and grants | 22 | 106,482 | 57,048 | 163,530 | - | 163,530 | 143,390 |
| Sub-total | | 5,478,632 | 557,157 | 6,035,789 | 276,608 | 6,312,397 | 6,014,182 |
| Income from investments | 28 | 298,526 | 118,599 | 417,125 | - | 417,125 | 426,903 |
| Fair value movements | 29 | 556,520 | 134,738 | 691,257 | - | 691,257 | 229,758 |
| Finance income | 28 | 91,104 | 2,855 | 93,959 | 2,157 | 96,116 | 139,676 |
| Non-recurring items | | | | | | | |
| Profit/(loss) on disposal of PPE | 22 | 57 | - | 57 | - | 57 | 121 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

DHET Statements of Profit or Loss and Other Comprehensive Income

| Figures in R '000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommodation - restricted | Total 2024 | Total 2023 |
|--|-------|--------------------------------------|---|------------------|--|------------------|------------------|
| Total expenditure | | 5,757,358 | 584,738 | 6,342,095 | 239,920 | 6,582,015 | 6,124,056 |
| Recurring items | | 5,728,038 | 580,999 | 6,309,037 | 238,193 | 6,547,231 | 6,081,479 |
| Personnel | 23 | 3,716,176 | 197,099 | 3,913,276 | 35,169 | 3,948,445 | 3,713,905 |
| Academic professional | | 1,969,574 | 104,463 | 2,074,036 | 18,640 | 2,092,676 | 1,987,682 |
| Other personnel | | 1,746,603 | 92,637 | 1,839,240 | 16,530 | 1,855,769 | 1,726,223 |
| Other current operating expenses | 25 | 1,564,697 | 200,182 | 1,764,879 | 202,768 | 1,967,647 | 1,823,506 |
| Depreciation | 6 | 106,706 | 15,807 | 122,513 | 251 | 122,765 | 110,205 |
| Amortisation of software | 7 | 1,618 | 8 | 1,627 | 5 | 1,632 | 1,335 |
| Bursaries awarded | 24 | 338,382 | 167,544 | 505,926 | - | 505,926 | 431,831 |
| Sub-total | | 5,727,580 | 580,641 | 6,308,220 | 238,193 | 6,546,414 | 6,080,782 |
| Finance costs | 27 | 458 | 359 | 817 | - | 817 | 697 |
| Non-recurring items | | | | | | | |
| Capital expenditure expensed | 25 | 29,319 | 3,738 | 33,058 | 1,726 | 34,784 | 42,576 |
| Profit/(Loss) for the year | | 667,482 | 228,610 | 896,092 | 38,845 | 934,937 | 686,585 |
| Other comprehensive income | | | | | | | |
| Actuarial losses on defined benefit plans | 18 | (77,775) | - | (77,775) | - | (77,775) | (400) |
| Total comprehensive income for the year | | 589,707 | 228,610 | 818,317 | 38,845 | 857,161 | 686,185 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

DHET Statements of Profit or Loss and Other Comprehensive Income

| Figures in R '000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommodation - restricted | Total 2024 | Total 2023 |
|---|-------|--------------------------------------|---|------------------|--|------------------|------------------|
| University | | | | | | | |
| Total income | | 6,506,976 | 482,234 | 6,989,210 | 278,765 | 7,267,975 | 6,621,369 |
| Recurring items | | 6,506,919 | 482,234 | 6,989,153 | 278,765 | 7,267,917 | 6,621,249 |
| State appropriations – subsidies and grants | 19 | 2,722,017 | - | 2,722,017 | - | 2,722,017 | 2,720,089 |
| Tuition and other fee income | 20 | 2,471,634 | - | 2,471,634 | 267,573 | 2,739,206 | 2,549,733 |
| Income from contracts | | 44,416 | 316,264 | 360,680 | - | 360,680 | 368,961 |
| For research | 21 | 39,492 | 315,393 | 354,885 | - | 354,885 | 361,991 |
| For other activities | 22 | 4,924 | 871 | 5,795 | - | 5,795 | 6,969 |
| Sales of goods and services | 22 | 168,675 | 45,520 | 214,195 | 9,035 | 223,231 | 154,491 |
| Private gifts and grants | 22 | 154,028 | 57,048 | 211,076 | - | 211,076 | 143,390 |
| Sub-total | | 5,560,770 | 418,832 | 5,979,602 | 276,608 | 6,256,210 | 5,936,664 |
| Income from investments | 28 | 298,525 | 63,079 | 361,604 | - | 361,604 | 377,472 |
| Fair value movements | 29 | 556,519 | - | 556,519 | - | 556,519 | 170,401 |
| Finance income | 28 | 91,105 | 323 | 91,428 | 2,157 | 93,584 | 136,712 |
| Non-recurring items | | | | | | | |
| Profit on disposal of PPE | 22 | 57 | - | 57 | - | 57 | 121 |

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2024

DHET Statements of Profit or Loss and Other Comprehensive Income

| Figures in R '000 | Notes | Council Controlled - unrestricted | Specifically Funded activities - restricted | Subtotal | Student and Staff accommodation - restricted | Total 2024 | Total 2023 |
|--|-------|--------------------------------------|---|------------------|--|------------------|------------------|
| Total expenditure | | 5,835,420 | 395,963 | 6,231,383 | 239,920 | 6,471,304 | 6,029,649 |
| Recurring items | | 5,806,101 | 393,135 | 6,199,236 | 238,193 | 6,437,430 | 5,987,808 |
| Personnel | 23 | 3,716,177 | 126,737 | 3,842,915 | 35,169 | 3,878,084 | 3,663,822 |
| Academic professional | | 1,969,574 | 67,171 | 2,036,745 | 18,640 | 2,055,385 | 1,960,877 |
| Other personnel | | 1,746,603 | 59,567 | 1,806,170 | 16,530 | 1,822,700 | 1,702,944 |
| Other current operating expenses | 25 | 1,634,922 | 86,752 | 1,721,674 | 202,768 | 1,924,442 | 1,774,569 |
| Depreciation | 6 | 113,503 | 12,094 | 125,597 | 251 | 125,848 | 115,319 |
| Amortisation of software | 7 | 1,618 | 8 | 1,627 | 5 | 1,632 | 1,335 |
| Bursaries awarded | 24 | 338,382 | 167,544 | 505,926 | - | 505,926 | 431,831 |
| Sub-total | | 5,804,602 | 393,135 | 6,197,738 | 238,193 | 6,435,931 | 5,986,875 |
| Finance costs | 27 | 1,499 | - | 1,499 | - | 1,499 | 933 |
| Non-recurring items | | | | | | | |
| Capital expenditure expensed | 25 | 29,319 | 2,827 | 32,147 | 1,726 | 33,873 | 41,841 |
| Profit for the year | | 671,554 | 86,271 | 757,825 | 38,845 | 796,670 | 591,721 |
| Other comprehensive income | | | | | | | |
| Actuarial losses on defined benefit plans | 18 | (77,775) | - | (77,775) | - | (77,775) | (400) |
| Total comprehensive income for the year | | 593,780 | 86,271 | 680,051 | 38,845 | 718,896 | 591,321 |

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