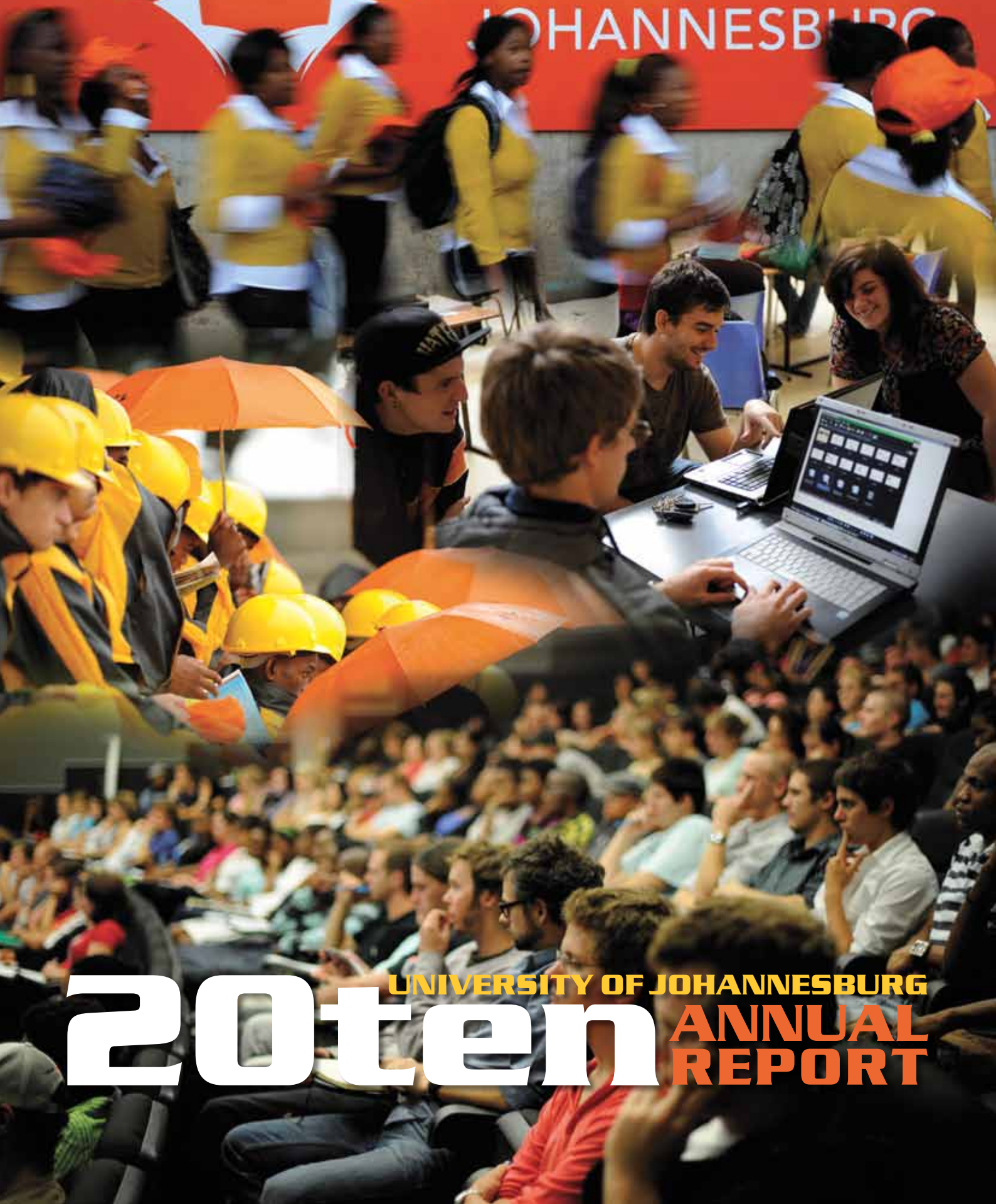




UNIVERSITY
OF
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UNIVERSITY OF JOHANNESBURG
20ten ANNUAL
REPORT

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LIST OF ACRONYMS

AAT	Association of Accounting Technicians
ABET	Adult Basic Education and Training
ACE	Advanced Certificate in Education
ACP	Acquisitions, Cataloguing and Physical Processing
ADC	Academic Development Centre
ADS	Academic Development and Support
AIRS	Institutional Repository (UJDigispace) and Special Collections
ANCYL	African National Congress Youth League
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APPI	Academic Planning and Policy Implementation
APS	Admission Point Score
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BBBEE	broad-based black economic empowerment
BCom	Bachelor of Commerce
BCompt	Bachelor of Computing
BCTA	Bridging Course in the Theory of Accounting
BEng	Bachelor of Engineering
BGU	Ben-Gurion University
BISCOM	Business Information Systems Committee
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
CA	chartered accountant
CCLA	Centre for Culture and Languages in Africa
CCMA	Commission for Conciliation, Mediation and Arbitration
CENLED	Centre for Local Economic Development
CentAL	Centre for Technology-Assisted Learning
CEO	Chief Executive Officer
CEPR	Centre for Education Practice Research
CESM	Classification of Educational Subject Matter
CFO	Chief Financial Officer
CHIETA	Chemical Industries Education and Training Authority
CICLASS	Centre of International Comparative Labour and Social Security Law
CIMA	Chartered Institute of Management Accountants
CO ₂	carbon dioxide
CODESA	Convention for a Democratic South Africa
COO	Chief Operations Officer
CPASD	Centre for Professional Academic Staff Development
CSDA	Centre for Social Development in Africa
CSESE	Centre for Social Entrepreneurship and the Social Economy
CSIR	Council for Scientific and Industrial Research
CSR	Centre for Sociological Research
CTS	Central Technical Services
DBA	Doctor of Business Administration
DCom	Doctor of Commerce
DEFRA	Department for Environment Food and Rural Affairs
DFC	Doornfontein Campus
DHET	Department: Higher Education and Training
DIPQP	Division for Institutional Planning and Quality Promotion
DoE	Department of Education
DPhil	Doctor of Philosophy

DRC	Democratic Republic of Congo
DST	Department of Science and Technology
DVC	Deputy Vice-Chancellor
EDTP-SETA	Education, Training and Development Practices Sector Education and Training Authority
EFC	expected family contribution
ERC	East Rand Campus
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FEBE	Faculty of Engineering and the Built Environment
FEFS	Faculty of Economic and Financial Sciences
FET	Further Education and Training
FOTIM	Foundation of Tertiary Institutions of the Northern Metropolis
FPI	Financial Planning Institute
FTE	full-time equivalent
FYE	First-Year Experience
HCT	HIV counselling and testing
HEAIDS	higher education sector's HIV and AIDS programme
HEDA	Higher Education Data Analyser
HEMIS	Higher Education Management Information System
HEPF	Higher Education Policy Framework for HIV
HEQC	Higher Education Quality Committee
HEQF	Higher Education Qualifications Framework
HESA	Higher Education South Africa
HGSE	Harvard Graduate School of Education
Hons	honours
HPCSA	Health Professions Council of SA
HR	Human Resources
IAAF	International Association of Athletics Federations
ICAS	Independent Counselling and Advisory Services
ICS	Information and Communication Systems
ICT	information and communications technology
IF	Institutional Forum
ILL	interlibrary loan
ILMS	integrated library management system
IOHA	Institutional Office for HIV and AIDS
IR	institutional repository
ITLS	Institute of Transport and Logistics Studies
ITS	Student data system
KAPB	knowledge, attitude, perceptions and behaviour
KES	King Edward School
KFS	Kuali Financial Systems
KZN	KwaZulu-Natal
LEAD	Legal Education and Development
LIC	Library and Information Centre
LINK	Student Peer Education Programme
LLM	Master of Law
MA	Master of Arts
MACE	Marketing, Advancement and Communication in Education
MBA	Master of Business Administration
MCom	Master of Commerce
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MOU	memorandum of understanding

MPhil	Master of Philosophy
MSc	Master of Science
MTech	Master of Technology
NBT	National Benchmark Testing
NEHAWU	National Education, Health and Allied Workers' Union
NGO	non-governmental organisation
NGSP	Next Generation Scholars Programme
NICD	National Institute for Communicable Diseases
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NTEU	National Tertiary Education Union
NUM	National Union of Mineworkers
OHS	Occupational Health and Safety
PFS	Postgraduate Funding Section
PPM	Paleoproterozoic Mineralisation
PQM	programme qualification mix
PsyCaD	Centre for Psychological Services and Career Development
PTIP	Photovoltaic Technology Intellectual Property
Purco	Purchasing Consortium of Southern African
PWD	People with Disabilities
PWG	Programme Working Group
QE	Qualifying Examination
QVS	Qualification Verification System
RAU	Rand Afrikaans University
RIMS	Research Information Management System
RMC	Risk Management Committee
SA	South Africa
SAAIR	Southern African Association for Institutional Research
SABC	South African Broadcasting Corporation
SACPCMP	South African Council for Project and Construction Management Professions
SADC	Southern African Development Communities
SAICA	South African Institute of Chartered Accountants
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SANTED	South Africa-Norway Tertiary Education Development
SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SARS	South African Revenue Services
SASCO	South African Students' Congress
SEC	Student Enrolment Centre
Senex	Senate Executive Committee
SET	Science, Engineering and Technology
SeTAR	Sustainable Energy Technology Testing and Research Centre
SETAs	Sector Education and Training Authorities
SIS	Standard Institutional Statute
SOPs	standard operating procedures
SPes	staff peer educators
SQP	Staff Qualifications Project
SRC	Student Representative Council
SSC	Student Services Council
SST	System Technology training
Statkon	Statistical Consultation Services
STH	School of Tourism and Hospitality
STI	sexually transmitted infection

SWC	Soweto Campus
TIU	teaching input unit
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TWR	Technikon Witwatersrand
UAV	Unmanned Autonomous Vehicle
UCLA	University of California, Los Angeles
UCT	University of Cape Town
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJICE	UJ Institute for Childhood Education
UKZN	University of KwaZulu-Natal
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNISA	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion
USSA	University Sport South Africa
VCT	voluntary counselling and testing
VSPs	voluntary severance packages
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WIL	work-integrated learning
Wits	University of the Witwatersrand



OVERVIEW: CHAIRPERSON OF COUNCIL

On behalf of the Council of the University of Johannesburg (UJ), it is my privilege to present this report on the developments during 2010. This is a large university with a multitude of offerings and a very diverse stakeholder base, which presents a challenge to Council in terms of the content of its annual report. It is simply not possible to cover all the facets of the institution's activities. This report therefore attempts to highlight some of those key developments that are deemed by Council to be of particular significance. The report of the Vice-Chancellor provides a very comprehensive overview of the University's activities over the past year.

The Council plays an overseeing role, ensuring that the institution is governed according to the University statute. In exercising its mandate, Council primarily interacts with the Executive Management. The effective functioning of a university is therefore critically dependent upon the relationship between the executive and the council. A unique characteristic of the University of Johannesburg is the calibre of the Council and Management and, more importantly, the level of maturity that exists between these two bodies. In many respects, one of the hallmarks of the past year has been a strengthening of this relationship, which has given rise to robust debate and constructive engagement on all the key issues. It is pleasing to note that Management has once again surpassed all expectations in ensuring that this very large and complex organisation delivers on its agreed mandate. This mandate is based on an annual strategy crafted by Management and approved by Council.

During the year under review, the University of Johannesburg continued on its growth path towards its objective of becoming one of the "premier" academic institutions in South Africa. The very notion of a premier institution has been carefully defined and embraces a holistic view of a city university, with a multitude of stakeholders. As such, the University attempts to address not only the internal needs of its key stakeholders, in terms of students, academic and administrative staff, but also views its interaction with a wide range of communities, from business, government and NGOs to other local and international universities and South African citizens in general, as equally important. The notion of "premier" also means the standing of the institution as perceived by top academic institutions around the world.

There is no doubt that 2010 saw the institution making an even greater impact on its stakeholders. This has been born out of some significant partnering arrangements, which include the formalising of an important agreement with Harvard University, to name one of many defining partnerships. The fact that one of the most prestigious academic institutions in the world saw fit to enter into a mutually beneficial partnership is indicative that this relatively young university has come of age.

Coming of age in an academic sense is also measured by the quality of staff and students who see the institution as their preferred place to work and study. Here, there has been a migration of high-quality academics to the University – many of whom are highly rated researchers. These academics have brought with them a number of new areas of competencies. The University continues to attract students who, by virtue of their matriculation results, could be accepted at any other university in South Africa. These are very pleasing developments.

Research and the qualifications profile and prowess of academic staff are what differentiate one university from another. The concerted effort to engender a research culture within the institution is starting to pay

off, with the University now becoming a serious player in the South African academic-research landscape. It is also pleasing to note the initiatives undertaken by Management to improve the qualifications profile of members of faculties.

Council has taken great pleasure in watching the institution as it crafts its way to becoming far more relevant in terms of the real socio-economic challenges facing South Africa. These challenges are far reaching and include access to tertiary education for deserving candidates who simply do not have the financial means. It also includes the need to ensure that the system is capable of delivering graduates who will be able to make their mark on society. In achieving these objectives, the University has ploughed even more of its own funds into assisting these deserving students and actively tests and modifies its course content to ensure relevancy.

2010 has seen the development of a new ten-year plan, which provides the landscape for the institution until the year 2020. The plan has been based on a critical review by Management and Council of the University's first five years of existence. This ten-year plan will ensure that the institution will be even more capable of meeting the demands of a very complex South African society. Council has fully supported Management's drive to differentiate the institution in its move to place greater emphasis on science and technology.

This new positioning of the University of Johannesburg will provide a resource base that is so desperately needed for this country. Technology is recognised as the primary driver for economic growth, job creation and poverty alleviation. There is no doubt that the emphasis on technology and innovation will further differentiate the University of Johannesburg as an academic institution that places strategic national issues at centre stage.

Transformation within the institution is considered by Council as being of critical importance. From a University of Johannesburg perspective, transformation embodies not only racial and gender equality, but also how the institution is able to mould its offerings to ensure excellence and relevance. Council has agreed on a set of targets to achieve racial and gender equity and, through its Human Resources Committee, monitors the progress. South African universities are finding increasing difficulty in attracting black academics. There is fierce competition among the institutions, resulting in a lot of movement. The University's response to this scarcity has been the establishment of the Next Generation Scholars Programme. This innovative programme, which has received generous support from South African business, is all about "growing our own timber". In 2012, at least 30 PhD graduates will be available to take up academic positions.

Council has been steadfast in the use of its performance management system in order to ensure that the institution is able to deliver on its strategic intent. Performance management systems are somewhat foreign to academic institutions. The University as a whole has responded positively to the system, which has now become a tool that is perceived by most as being a very positive driver. The performance management system seeks to measure a number of key performance areas. One of these parameters is the role that our academic and administrative staff members play in the broader community. Here, one will find members of staff taking on leadership roles in various government initiatives; the University is represented on virtually all the professional bodies that are linked to its offerings; and UJ staff are very prominent in various national university bodies, with the Vice-Chancellor being the current chairperson of Higher Education South Africa (HESA), to mention one of many examples. In the international arena, the name of the University of Johannesburg is featured in many areas, where the employees engage with various partner universities and international professional societies.

All of these achievements come as a result of hard work, diligent planning and an academic and administrative staff that is of the highest calibre. Council wishes to express its sincere appreciation to all the stakeholders who, through tenacity, hard work and generous support, have made 2010 another year of exceptional performance. The support from government and, in particular, the Department of Higher Education and Training, and business is very much appreciated. The University of Johannesburg is blessed with a committed and dedicated Executive and Senior Management team and a core of external councillors who have executed their tasks with diligence and passion.

It has been our privilege to be part of a well-developed and exceedingly well-executed strategy which has started to bear fruit. Finally, I confirm that the governance of the institution is satisfactory and that the Audit and Risk Committee of Council allocated a rating of 4,5 (using a five-point rating scale) for the corporate governance performance of the Management Executive Committee.

COUNCIL MEMBERSHIP STATUS

The Council membership status, aligned with the UJ Statute, is reflected in Table 1. Ms K. Nyoka's membership was renewed for a second term of office by the Ministry, commencing on 1 August 2010. Two members representing the "broad spectrum of expertise" category, Ambassador N.J. Mxakato-Diseko and newly appointed Ms P. January-Bardill (both African females), resigned during the year. Mr F. Baleni was elected as Vice-Chairperson. The internal membership also changed during the year: Professor J.C. Sonnekus was re-elected as Senate representative for a second term of office and Professor R.P. Ryan was elected, replacing Professor D. de Wet as Senate representative on Council. Mr D. Joubert was elected as academic representative and Ms T. Kwinana and Mr D. Bvuma replaced the two internal non-academic representatives. The Council equity profile changed during the year, with the resignation and appointment of new members and was as follows by the end of the year: black – 19; white – eight; female – seven; male – 20; disabled – one (white male); and vacant positions – three.

Table 1: Council membership status 2010, aligned with the UJ Statute

Statute requirements (Clauses 10-22)	Member status	Term of office
Five external persons appointed by Minister	Prof R. Marcus (5 years) Mrs J. Siwani (4 years) Ms K. Nyoka (5 years) Dr S. Lushaba (5 years) Ms Z. Nzalo (5 years)	1 July 2009 – 30 June 2014 (2 nd term) 1 July 2008 – 30 June 2012 (2 nd term) 1 August 2010 – 31 July 2015 (2 nd term) 1 May 2007 – 30 June 2012 1 May 2007 – 30 June 2012
Three members elected by convocation	Ms G.M.B. Coetzer (5 years) Mr B. Hoboyi (4 years) Mr D.M. Manganye (4 years)	1 July 2009 – 30 June 2014 (2 nd term) 1 August 2008 – 31 July 2012 1 August 2008 – 31 July 2012
Ten members who collectively represent a broad spectrum of competencies	Mr J. Dikgole (5 years) Dr P. Mjwara (5 years) Amb N.J. Mxakato-Diseko (4 years) Mr J. Njeke (5 years) Dr W. Rowland (5 years) Mr K. Sibiyi (5 years) Ms K. Thoka (5 years) Mr C. Gebhardt (5 years) Mr F. Baleni (5 years) Ms P. January-Bardill (4 years)	1 July 2008 – 30 June 2013 (2 nd term) 1 July 2009 – 30 June 2014 (2 nd term) 1 July 2009 – 30 June 2013 (2 nd term) – Resigned 27 May 2010 1 July 2009 – 30 June 2014 (2 nd term) 1 August 2008 – 31 July 2013 (2 nd term) 1 July 2008 – 30 June 2013 (2 nd term) 1 July 2008 – 30 June 2013 (2 nd term) 1 August 2008 – 31 July 2013 (2 nd term) 1 August 2009 – 31 July 2014 1 August 2009 – 31 July 2013 – Resigned 18 March 2010
Vice-Chancellor and Principal	Prof I. Rensburg	1 April 2006; membership by virtue of office
Two deputy vice-chancellors	Prof D. van der Merwe Prof J.H. Kriek	1 January 2006; membership by virtue of office 13 March 2008; membership by virtue of office
Two members of Senate	Prof D. de Wet (3 years) Prof J.C. Sonnekus (3 years) Prof R.P. Ryan (3 years)	1 August 2007 – 31 July 2010 1 August 2007 – 31 July 2010; elected 2 nd term of office 1 August 2010 – 31 July 2013 1 August 2010 – 31 July 2013
Two academic employees	Prof M. Modiba (3 years) Prof A. van der Watt (3 years) Mr D. Joubert (3 years)	1 October 2009 – 30 September 2012 1 September 2007 – 31 August 2010 1 September 2010 – 31 August 2013
Two non-academic employees	Mr H. Kruger (3 years) Mr Z. Kwinika (3 years) Ms T. Kwinana (3 years) Mr D. Bvuma (3 years)	1 September 2007 – 31 Aug 2010 1 September 2007 – 31 Aug 2010 1 September 2010 – 31 Aug 2013 1 September 2010 – 31 Aug 2013

Two students – SRC	Mr D. Nyingwa Mr T. Letlape Mr E. Mapheto Mr M. Monareng	27 May 2009 – March 2010 27 May 2009 – March 2010 April 2010 April 2010
Co-opted member	Vacant	
Registrar (Secretariat and compliance officer)	Prof M. Muller	1 March 2011; membership by virtue of office
MEC members (invited)	Prof A. Habib Dr P. Njongwe Prof A. Parekh	1 September 2007; by virtue of office 1 November 2009; by virtue of office 1 October 2006; by virtue of office

QUALIFICATIONS AND SKILLS OF MEMBERS OF COUNCIL

A summary of the qualifications and skills of the external members of Council is reflected in the table below.

Table 2: Qualifications and skills of Council members (external)

Name	Qualifications	Experience and skills
Mr M.F. Baleni	BA (Development Studies); Build on Talent; various certificates	Executive Management: NUM Involvement in NUM's development projects, Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA, collective bargaining and dispute resolutions)
Ms G.M.B. Coetzer	BCom (Acc) – UP; BComHons (Accounting) – UJ; CA (SA)	CFO various companies: Simba, Foodcorp, Vanda, BHP Billiton (Chrome), BHP Billiton (Coal); COO – ABSA Corporate and Business Bank; CFO – SARS; Senior lecturer – RAU; Lecturer – UOFS Business School
Mr T.J. Dikgole	BCompt; Management Advancement Programme; Executive Director Programme; MBA; Financial and Accounting	Management; Governance; Leadership; Teaching; Strategy development and implementation; Business administration; Internal auditing; Human resource management; People development
Mr C. Gebhardt	National Diploma (Chemical Technology) – TWR; National Diploma (Production Engineering)	Successful entrepreneur in chemical and glass industry; Project and construction management; Quantity surveyor
Mr B. Hoboyi	National Higher Diploma and National Diploma (Building Surveying); Project Management Programme – Wits Business School; Registered Professional Construction Project Manager with SACPCMP; Chartered Institute of Building	Project and construction management; Quantity surveyor; Founder and CEO – Hoboyi & Associates (to date); Founder and Director – Zeboyi Design House (to date) Director of companies; Property development; Assessor – SACPCMP

Dr S. Lushaba	BScHons – UZ; MBA – Wales; DBA – UKZN; Postgraduate Diploma (Company Direction) – GMIT&IOD	Divisional Executive – NSB; Assistant Regional Manager –Spoornet; Commercial Manager –Spoornet; Executive Manager – Spoornet; General Manager – Spoornet; Chief Executive – Rand Water; Vice-President – Lonmin; Managing Director – Talent Growth Partners; Facilitator – Institute of Directors; Director of many companies
Dr P. Mjwara	PhD	Executive management and leadership in government (Director-General); Former Secretary-General – Academy of Sciences of South Africa; Former lecturer and researcher on Solid State Physics
Mr D.M. Manganye	National Diploma (Information Technology, Systems Analysis and Software Development); BTech (Information Technology); various certificates	15 companies, including Malawian government, Department of Trade and Industry, Moret Ernst & Young, Electronic Data Systems, KwaZulu-Natal Agriculture, KHULA Direct; Executive management skills, i.e. strategy and value innovation and planning; Planning and management of business transformation programmes; Compliance management; Risk management and internal control
Prof R. Marcus (Chairperson)	BSc (Engineering); MSc (Engineering); PhD – Wits	Dean of Engineering – Wits; Honorary professor – UP and UJ; Business consultant; Chief Executive of several companies; Founder and Chairman – Da Vinci Institute for Technology Management; Chairperson – UJ Council
Mr JJ. Nyeke	BCom; BComptHons; CA (SA) ; Higher Diploma (Tax)	Former partner – Price Waterhouse Coopers; Managing Director – Kagiso Trust Investments (1 June 1994-30 June 2010); Director – Arcelor Methal, SASOL, MTN, Barloworld, SAQA, MMI Holdings
Ms K. Nyoka	BSocSci	Strategy and Change Management Consultant
Ms Z. Nzalo	Diploma; Certificate (Media)	Management studies; Advertising client services; Media communications and marketing
Prof I. Rensburg (Vice- Chancellor and Principal)	PhD (International Comparative Education); MA (Political and Organisational Sociology); BPharmacy	Vice-Chancellor and Principal – UJ; Chief Executive: Strategic Corporate Services – SABC and President – Southern Africa Broadcasters Association (2001-2006); Deputy Director-General – DoE (1995-2001); Commissioner – National Planning Commission; Chairperson – HESA; Chairperson – Ministerial Committee on Student Accommodation; Chairperson – READ Education Trust

Mr W. Rowland	BA; BAHons ; MA – UNISA; PhD – UCT	National Executive Director – SA National Council for the Blind; CEO – Thabo Mbeki Development trust until 2007 and currently responsible for public relations and fundraising; Director of various bodies, companies, universities and NGOs; Former President – World Blind Union; Former Chairperson – International Disability Alliance; Various advisory positions held – World Bank and World Health Organisation
Mr K. Sibiya	Diploma (Journalism)	Personnel officer, journalist, editor, editor-in-chief, unionist in the media industry; Director of companies; Chairperson of M-Net and Supersport Int (Pty) Ltd; Chairman of Supersport Ltd Football Club; Lead Director – Multichoice; Chairperson – Litha Healthcare Ltd; Travelled extensively and guests of many governments, i.e. Germany, UK, USA, Japan, Australia, Denmark, France, Norway, Sweden and China
Ms J. Siwani	BA (Social Sciences) – UNISA; Higher Diploma (Communication Studies) – Wits; Certificates (Project Management) – Wits and (Adult and Basic Education and Training)	Social work and community development; Project evaluation; Leadership in policy development of above; Academic governance; Non-governmental organisation management; Supporting government to roll out reporting strategy on the African Peer Review; Mechanism and contributing to draft reports; Networking; Ability to interact with professionals and high-profile personalities
Ms K. Thoka		



Roy Marcus (Prof)
Chairperson of Council

REVIEW: VICE-CHANCELLOR AND PRINCIPAL

OVERVIEW

Introduction

I write this report with great pride in the strides that the University continues to make towards its vision during the year under review. I continue to be deeply grateful to the Council, under our chairperson, Prof Roy Marcus, and our chairpersons of committees, Mr J.J. Njeke, Ms Trix Coetzer, Mr Joel Dikgole and Mr Cyril Gebhardt, for their prudent and sound stewardship.

I also wish to place on record that the Vice-Chancellor and the Management Executive of the University enjoy an excellent working relationship with our Council. The reasons for this are, first, a shared understanding of our different roles – Council provides a vision, approves strategy, budget and policies, governs the institution, and monitors and evaluates progress and performance; the Vice-Chancellor and the Management Executive Committee develop strategies, plan and manage their implementation and report performance and results. Second, it is because of our shared vision and ambition for the University, which are represented in our shared goals and which are evaluated and adjusted at Council's annual strategy review and planning meeting. Third, it is because of our mutual trust and confidence, which is the result of openness and effective communication.

I am also especially thankful to my colleagues on the Management Executive Committee, Professors Adam Habib, Henk Kriek, Marie Muller, Angina Parekh and Derek van der Merwe and Dr Njongwe, as well as our executive deans and executive directors for their partnership, commitment to and investment in the UJ mission and our country's goals for higher education – all of us constitute the University's important think tank – the Executive Leadership Group. Our progress would also not have been possible without the passion and dedication of our heads of academic, professional and support departments, our general staff, students and student and staff union leaders.

The global and African university context

Africa's post-1990 political renewal has increased expectations for the renewal of its universities and a very recent about-turn by the World Bank in 2008 on its long-held, flawed view on investment returns to university education in Africa has contributed to this project. Resource taps to universities have now, 40 years later, been re-opened from as far as Mozambique in the south, through Uganda in Central Africa to Egypt in the north. Several development agencies, including the African Union, World Bank, the United States Agency for International Development, the European Union, the World Conference on Higher Education (organised by UNESCO in Paris), as well as former colonising nations, such as the United Kingdom and France, are assisting African governments to renew our many troubled universities. Therefore, the last 20 years have seen rising enrolment, without the requisite increase in staffing and operational and capital funding backed by fledgling efforts to recruit leading African scholars from former colonising nations' capitals, and deepening awareness of the significance of effective higher education for the destinies of developing nations and regions.

Detailed research conducted by the Centre for Higher Education and Training into flagship African universities highlighted a lack of research funding and low knowledge production – both in PhD graduates and peer-reviewed publications – as the most serious challenges facing African universities, as they work to strengthen their "academic core" and make a sustainable contribution to development; these low knowledge-production levels cannot be blamed solely on lack of capacity and resources. Rather, the problem is lack of research incentives to improve knowledge production.¹

Therefore, the critical obstacles that require urgent attention in order for this fledgling African university renewal process to take root and to gather momentum are strengthening the academic core through improved incentives, including basic academic pay, student aid and accommodation, university leadership and governance capacity, and having no state control or interference in institutional autonomy and academic freedom: all four of which are perennial sources of debilitating protests by academic staff and students. Also critical to sustaining this fledgling renewal is the nurturing of a new generation of academics – a major project at the University of Johannesburg – and the forging of regional and international academic-scholarly

¹ *The study was conducted over three years by the Higher Education Research and Advocacy Network in Africa.*

and research partnerships. It is also for these reasons that large-scale research initiatives that bring research investment and leading academics into Africa, such as the Square Kilometre Array project campaign of South Africa with eight African countries as partners, are supported.

Clearly, for globalisation to offer value to Africa, its universities and their academic cores must be renewed urgently and sustainably by nation states, bi- and multilateral agencies and through bi- and multilateral university partnerships. For, as Manuel Castells reminded us in 2001, "If we take seriously the analyses pointing towards the formation of a new economy, in which the ability to generate and process information is key to productivity, it will not be possible to integrate Third World countries in a dynamic world economy without creating the necessary infrastructure in higher education."²

Against the background of many global challenges, UJ's response has been to continue to nurture and strengthen its core academic research and teaching and learning capabilities. In particular, as we record below, the University continues to evolve as a research-productive university that makes a vitally important and significant contribution to the Southern African region's undergraduate and postgraduate output and to intergenerational mobility – at least one third of our students are first-generation university graduates.

2010 FIFA World Cup

The University certainly played a significant role in this global landmark event that not only showcased South Africa, but also Africa's capability to bid for, win and successfully host the world's most glamorous and most watched sporting activity. In this regard, approved by Senate, the University amended the 2010 Academic Calendar to make provision for this event. It reduced the official recess period in April so as to add an additional week to the winter recess period. In June 2009, the University was approached to make their student accommodation available for the 2010 FIFA Soccer World Cup event. A joint venture was formed with a reputable hotel group, and a University task group, including all relevant departments, was constituted, reporting to the Management Executive Committee (MEC). Contracts were generated and signed and a project management team ensured that all aspects of the services were fully addressed. The teamwork by all the different departments in realising this project was a first on this scale for UJ. However, the effect of the global economic meltdown had a severe impact on the number of visitors to South Africa. Despite the low numbers, the project team managed to cover all direct costs. The further benefit of this project was the timely upgrade of all student residences and the interdepartmental cooperation and teamwork displayed. Furthermore, the University benefited significantly from FIFA's 2010 Soccer World Cup legacy project, with the upgrade of its two sport stadiums.

Promulgation of the UJ Statute

The University of Johannesburg is classified as a comprehensive university and is governed in accordance with the Higher Education Act No. 101 of 1997 and the Standard Institutional Statute of 2002. UJ's Statute was submitted to the Ministry of Education in November 2007 and was promulgated in the Government Gazette as the *Institutional Statute: University of Johannesburg, Government Notice number 749* on 27 August 2010. This resulted in the University being governed no longer in terms of the Standard Institutional Statute but in accordance with the UJ Statute, following approval by the University Council of the transitional arrangements. As a result, all the charters of the University's statutory structures and committees were aligned with the UJ Statute.

Sustainability

The University is committed to sustainability and an important part of this drive is increasing awareness among our staff of the implications of sustainability at UJ. This action forms part of our "fit-for-purpose" thrust for the next decade and will certainly be more robustly monitored in future as part of the University's Institutional Scorecard and part of the key performance areas and indicators of the members of the Executive Leadership Group. Therefore, in this 2010 Annual Report, we initiate the principles of integrated sustainability reporting with full regard to the regulatory framework for report writing, as provided by the Department of Higher Education and Training (DHET).

² See *Higher Education in SADC: A New Focus*. Piyushi Kotecha. March 2011. SARUA 2011: Perspectives 1.

Importantly, in this Annual Report, the University begins its journey toward reporting in a fully integrated manner on critical dimensions of its sustainability. The following process was followed for determining the material issues to be reported on and to initiate improved compliance with the principles of sustainability and integrated reporting:

Following debates in 2010 by the Management Executive Committee, the University's broader Executive Leadership Group, chaired by the Vice-Chancellor and Principal, debated (at its February 2011 breakaway session) the principles and guidelines for annual reports to be submitted by the various faculties and professional and support divisions to the Registrar, who is responsible for collating the UJ Annual Report.

These guidelines, *inter alia*, included the addition of new topics such as stakeholder, sustainability and integrated reporting, in accordance with the King III requirements, while fully complying with the DHET regulatory requirements and guidelines for the annual reports of public higher education institutions.

UJ discussions on sustainability reporting, following presentations by one of South Africa's leading auditing firms, also focused on the principles reflected in the Global Reporting Initiative and the NASDAQ CRD Global Sustainability Index, as well as principles related to our social responsibilities on which we need to report and various reviewed best practice examples.

We are therefore committed not only to focusing on our achievements in 2010, but also to disclosing the shortcomings and our non-compliance with the principles of sustainability and integrated reporting. After having debated the additional guidelines for the 2010 Annual Report, a "bottom-up" approach was followed, allowing our faculties and professional and support divisions to submit their annual reports for integration into the UJ Annual Report.

Strategic focus 2010

In 2010, we continued to focus on the University's strategic thrusts or goals, with a particular emphasis on developing and implementing UJ's campus differentiation and internationalisation plans. We also spent considerable time reflecting on and agreeing with senior academics, other University leaders and our Council – taking into consideration a review of our first five years – on the University's strategic thrusts and key performance indicators for the next decade, which ends in 2020.

In previous annual reports, we noted that during the period of 2005 to 2009, Council and the Executive Leadership of UJ focused on securing progressive yet sustained institution-building, renewal and transformation, so that UJ could be positioned for sustained performance and so that the institution could make a significant contribution to the goals of the national higher education system. Therefore, 2005 to 2006 saw the institution focusing on securing a successful merger. In 2007, the focus was on renewing research. In 2008, it was on laying the foundations for renewal and improvement of UJ's teaching and learning programmes and, in 2009, inspired by our progress, we focused especially on the theme of *Living the UJ Values*. The UJ strategic thrusts which, in 2010, are the particular application of the University's 10 strategic goals, are justified throughout this report.

PERFORMANCE

Sustaining and growing excellence in teaching

The first of UJ's two core academic projects is teaching, learning and enrolment management. 2010 saw the University implementing a further chapter in consolidating its teaching and learning excellence – the First-Year Experience (FYE) programme. This programme supports all first-time entering students with their transition to university during their first academic year and includes regular monitoring, especially of underperforming students and modules with high failure rates, as well as compulsory attendance of the University's significantly expanded tutorial programme. The FYE programme has undoubtedly contributed to the significant improvement in the degree and diploma success rates of first-time entering students, as well as of all University students. Therefore, the University's combined undergraduate and postgraduate degree and diploma success rates reached 77,7% – well ahead of the target of 76% and a new high for the University. Total graduate output for 2010 reached 10 299 and during our 2010 spring graduation ceremonies, the University conferred three honorary doctorates on Professor Mahmoud Mamdani, Justice Richard Goldstone and Dr Peliwe Maponya.

Total enrolment for 2010 at year-end reached 48 276, with a full-time equivalent ratio of 0,77 (2009: 0,77), against the University's targeted enrolment of 48 500, which was down, as planned, from the 2009 enrolment of 49 316. Postgraduate enrolment reached 6 250 (13% of total enrolment), which was ahead of target but behind that of 2009 (6 500). In this regard, honours bursaries that are significantly higher in value will be introduced in 2011 as one of the critical interventions to grow postgraduate enrolment. International student enrolment increased to 2 213 (4,5%) from 1 955 (4%) in 2009; while registered students with disabilities increased to 276 from 217 (2009). Science, Technology and Engineering enrolment stood at 29,4%: this is below the University target of 30%, mainly due to grossly inadequate school output of good Science and Mathematics candidates and the faculties concerned were encouraged to devise innovative strategies to remedy this situation. Humanities and Law enrolment reached their target of 21%, Education enrolment reached 9%, which was below the target enrolment of 10%, while Management and Commerce reached 41%, which was above the target of 39%.

Following debates over many years, Senate recommended to Council to amend the UJ Statute to extend the period that provides for vice-deans, heads of schools and heads of departments who are currently not full professors to be full members of Senate until 2020. This is an important development for the University, since the alternative could have resulted in the unfortunate disenfranchisement of 63 vice-deans and heads of schools and heads of departments who are not currently full professors. On the advice of the Vice-Chancellor, and in order to improve its diversity, Senate also approved an additional 15 members to be appointed by the Vice-Chancellor, on the advice of the executive deans.

Other important academic milestones for UJ in 2010 were:

- The acceptance by the University of its Institutional Audit Report of the Higher Education Quality Committee and its subsequent publication on the website of the Council on Higher Education;
- The academic review to determine the case of having two separate commerce faculties of Management and Economic and Financial Sciences – Senate agreed that the status quo be retained and that the matter be revisited in five years;
- The implementation of a new medium-term Library-development strategy that advises on a more effective role and use of the Library, including its resourcing and access;
- The 2010 Vice-Chancellor Teaching Excellence Awards to Prof Dawie de Villiers (Faculty of Law), Mr Ruan Moolman (Faculty of Science) and Mr Arnold Wentzel (Faculty of Economics and Financial Sciences) and a Certificate of Teaching Excellence to Ms Elmarie Fourie (Faculty of Law).

Internationally competitive research and sustained growth and excellence of research profile

By year-end, UJ's number of National Research Fund-rated researchers had reached 90 – up from 72 – which is the result of the introduction of a robust regime of incentives for accredited research output linked to being a rated researcher. By the end of 2010, postdoctoral fellows also increased to 39 from 23 and a major surge was anticipated for 2011. UJ's research participation rate was slightly ahead of the target of 55% of academics, as was the share of international publications of total publications at 60%. It is notable that two of UJ's 2010 Top 10 Research-Productive Academics were black and that four of the Top 10 were from UJ's technological programmes. The 2010 Vice-Chancellor's Research Award for Outstanding Researcher went to Prof Heidi Abrahamse, while the Most Promising Researcher Award went to Prof Alain Kabundi.

In response to a range of research-supporting activities, including an increase in total research expenditure to R99 million from R69 million, the University's accredited research output continues to grow substantially. Accredited output in 2009 reached 467 units (2008: 389 units) and exceeded the institutional target of 450 units. It is expected that once the external audit processes are completed during the course of 2011, the 2010 accredited research output will show further robust growth – exceeding 550 units. Given this output level, the University is making an increasingly significant contribution to South Africa's total research output.

Engaged University – a people-focused and socially cohesive University community

Public scholarship

During 2010, UJ continued to be a leader among its peers in public scholarship, hosting a total of 145 public lectures/debates: 10 of which were presented at an institutional level and the remaining number presented by

our faculties. A number of these lectures were held in partnership with external institutions such as Médecins Sans Frontières. Topics ranged from deliberations on media freedom and South Africa's Information Bill and the country's economic strategy to its energy crisis and the Geneva-based CERN research on the origins of the universe. Our 2011 plans include a round of local election debates in partnership with SABC television and radio and a much greater drive in public scholarship on issues of relevance to business and industry.

Community engagement

As reflected in this annual report, most of our community engagement projects could be classified as social responsibilities. During the year under review, a Community Engagement Advisory Board was established to review and assess the impact of community projects. The Board consists of the Deputy Vice-Chancellor: Research, Innovation and Advancement (Chairperson), two executive deans, two executive directors, four representatives of stakeholder communities, the community engagement coordinators from faculties and a representative of the UJ Student Representative Council (SRC). The Board met twice in 2010.

The Office for Community Engagement conducted an audit of all projects and undertook an impact study. A register for community engagement projects was also initiated in 2010. While the Office is not responsible for the roll-out of projects, it plays a significant role in assisting the faculties and professional and support divisions with their community engagement efforts and in marketing the University's community engagement policy and auditing projects. By year-end, the University was running 292 active community engagement projects.

Social responsibilities

The University is also committed to addressing the social responsibilities relevant to its operations – University access, financial aid for students, academic freedom and freedom of speech, broad-based black economic empowerment (BBBEE) and HIV and AIDS.

a) Providing University access to students

The University is the only residential comprehensive university in the province of Gauteng – thus we offer an extensive portfolio of technological, professional and formative education programmes. Further, as in the case of our legacy institutions – Technikon Witwatersrand, Rand Afrikaans University and Vista University – in addition to traditional university student markets, we actively promote and enable University access for students from the working class, lower middle class, and especially students from historically disadvantaged schools and communities. In 2009, UJ received 27 215 undergraduate applications for approximately 13 000 first-year undergraduate places. A further 13 000 “walk-ins” arrived at our gates once the National Senior Certificate results were released in early January 2010. In respect of “walk-ins”, the University admits higher-performing applicants who did not apply the previous year as our last effort in providing access to our undergraduate programmes.

b) Financial aid for students

In addition to its significant National Student Financial Aid Scheme allocation of R180 million in 2010, the University provided a further R32 million from its own funds to assist financially disadvantaged students in respect of tuition fees, accommodation and books. Through its Trust Fund, the University also provided a further R5,5 million in food assistance to needy students.

c) Academic freedom and freedom of speech

The University is committed to academic freedom and freedom of speech. In view of the troubled debates in 2010 related to our agreement with Ben-Gurion University, and an important Senate debate on UJ's state of academic freedom and collegiality, Senate established the Senate Committee on Academic Freedom. This committee's role is to protect the principle of academic freedom and to review compliance with the UJ values when international agreements are contemplated. In this regard, UJ is well known for its public debates, in which freedom of speech is advocated and all four of our campuses serve as important public debating platforms for fostering the principle of freedom of speech within all spheres of civil society.

d) Broad-based black economic empowerment

The University is committed to BBBEE and, in this regard, has all its procurement and other finance-related policies and procedures in place to ensure compliance with the legislation. In 2010, the University initiated a

BBBEE self-assessment process and achieved a Level 4 BBBEE status. An external verification process related to our BBBEE contribution level is scheduled for May 2011.

e) HIV and AIDS

In accordance with Phase II of the higher education sector's HIV and AIDS Programme (HEAIDS), UJ's Institutional Office for HIV and AIDS (IOHA) was very active in 2010. IOHA is supported by the University's HIV and AIDS Committee. This committee reports to the Management Executive Committee and its quarterly reports serve at Council, Senate and relevant Senate committees. The leadership of IOHA is of such a high standard that the Head of the Office was partially seconded to HEAIDS to assist with the roll-out of the national strategy during 2010.

f) Risk management

The University reviewed and updated its risk management profile and related risk management plans. During 2010, focused attention was given to improving the University's occupational and safety levels to 75% and to ensuring that our Emergency Operations Plans, including Disaster Risk Assessment and Management Plans, are fully implemented, especially for large events such as the Academic Opening and Open Day. In this regard, 21 main or preliminary risks relevant to UJ were identified and assessed and responsible managers were tasked and supported to develop policies or procedures that would prevent or mitigate each risk. Progress in 2010 has been made with respect to fire hazards, prolonged utility failures, chemical spills, nuclear radiation, poisonous gasses (in laboratories), vehicle accidents, serious crimes, food poisoning, release of biological agents, disasters during events, information technology systems collapsing, waste management, boating accidents at UJ Island, flooding, bomb threats and pandemics. The rest of the identified emergencies or risks are being incrementally addressed through the Risk Management Committee.

g) Environmental performance

The University is committed to environmental sustainability and initiated the process in 2010 to measure our baseline carbon footprint. We are firm believers that what gets measured gets managed. The University has put various energy-efficiency initiatives in place, i.e. the use of heat pumps for water heating, installation of energy-efficient lighting and air conditioning control, the upgrading of the building-management systems on the Auckland Park Kingsway Campus and identification of high energy-consumption points in the residences in order to target these areas for reduction. As far as water is concerned, the University has undertaken a number of initiatives to improve the water management on the four campuses. Waste recycling was accelerated and the management process was formalised. The total waste recycled from the total waste generated was 7,7%.

Developing UJ's campuses: institutional differentiation and distinctive campus programme profiles

A great achievement for the University during 2010 was the visionary and landmark work that resulted in the development of the Soweto Campus' (SWC) infrastructure and its unique programme profile. The result is a bold and cosmopolitan campus that has been custom-built to complement the strong developmental history of the Soweto community and that of the University. This significant investment will consolidate UJ's footprint in Soweto and South Africa as a whole, yielding a unique flagship campus, with flagship academic and research programmes and activities. We are bold in stating that no other post-apartheid township-based campus that has been incorporated or merged has such an outstanding programme profile.

Anchor faculties for SWC are Education (the Executive Dean and her team move to SWC on 2 February 2011), Economic and Financial Sciences, Management and Humanities and the departments to be located there are: Educational Psychology; Educational Management and Leadership; Childhood Education (new); Commercial Accounting; and Business Management. The academic programme summary is: doctoral programmes – two; master's programmes – three; honours programmes – one; bachelor programmes – five; diploma programmes – seven; and the number of research centres, institutes and community engagement programmes – 10.

The enrolment plan for this campus is as follows: 2010 – 4 500; 2011 – 5 600; 2012 – 6 847; 2013 – 7 900; and 2014 – 8 500 (steady state). The academic profile of the 110 academic staff members is as follows: executive deans – one; professors – 13; senior lecturers – 32; and lecturers – 64. Significantly, a new UJ-Harvard

partnership on education leadership in the Central District of the Gauteng Department of Education, which is centred in Soweto, is being implemented and has received considerable national support.

Against the background of the successful redevelopment of the Soweto Campus, the University's campus development programme now shifts to the redevelopment of the Doornfontein Campus (DFC). This ambitious redevelopment – projected to cost close to that of the Soweto Campus development of R450 million – will result in world-class facilities at our inner city campus and will, critically, enable the consolidation of the Faculty of Engineering and the Built Environment and the Faculty of Health Sciences. Both of these faculties currently offer programmes on two campuses, *viz.*, Doornfontein Campus and Auckland Park Kingsway Campus.

Transformation and staff-related matters: a people-focused and socially cohesive University community

A ground-breaking Staff Culture Day was held in March 2010, involving about 1 000 staff focusing, among others, on the UJ values and business languages, including an exciting six-a-side soccer tournament to coincide with the country's hosting of the FIFA World Cup. In order to assess progress since the first staff institutional audit, a follow-up culture audit was conducted in early 2010. The "culture index" for UJ came out at a global score of 57%, which is a significant improvement from the first audit, which had a global score of 52%. It is, though, still below the ideal of 60%. The audit covered seven broad themes. Scores for all of the themes improved when compared with the first audit. Significant improvement was recorded in respect of Job Satisfaction and Management. Staff members remain least positive about Fairness and Equity, which remains an area of concern. Only a slight increase was recorded in respect of the Trust, Respect and Support theme. Both of these areas have been identified for dedicated attention in the course of the year. One other pleasing aspect of the audit results is that culture perceptions are more closely aligned among demographic groups than previously, when differences between the groups were marked. Overall, our assessment is that the University will have achieved a 60% rating by the end of 2011.

Two rounds of campus visits for staff and students respectively, the Vice-Chancellor's Bulletin, (made available on the Intranet and website) and regular Vice-Chancellor's reports to Senate and Council kept all staff members informed about progress against institutional goals.

Following the retirement of Prof Stephen Kruger, Executive Dean of the Faculty of Management, the search for and appointment of his successor was completed at year-end and Council appointed Prof Daneel van Lill as his replacement. The University's active academic recruitment plan yielded leading appointments for the Department of Economics and Econometrics (Faculty of Economic and Financial Sciences) and the Faculty of Law, which enhanced the strategic position and profile of these faculties significantly.

Senate approved the creation of a principal lecturer position at associate professor level, without the title of professor. This decision will significantly enhance our ability to retain top lecturers who prefer not to pursue the research-based promotion path and will provide comfort and confidence that those members of staff's careers can continue to a further level.

Academic staff participation in the University's important staff qualifications upgrading programme – those without master's degrees are required to attain a master's degree by December 2011 – is well ahead of target at 82%, with some 25 members of staff having completed these qualifications by the end of 2010.

The University's Next Generation Scholars Programme – an investment of R25 million over four years, which is by far the largest on the continent – is now well underway and will yield at least 80 doctoral and master's graduates by the end of 2012. The 40 doctoral graduates are required to be academics at UJ for at least three years after completion of their studies. Given that two-thirds of these doctoral candidates are black, we expect their appointment as academics to improve the University's percentage of black academics by 3% (see below).

The University's year-end Employment Equity Report shows that the percentage of academics from the designated groups was on target at 29,1%, against the institutional target of 29% – UJ's 2014 target in this regard is 36%. 71% of all academic appointments made during 2010 were from the black designated group (against the target of 60%), with 62% of all black appointments being black African (behind the target of 70%). While the employment equity goals are actively managed, the University continues to give significant attention to the transformation imperative, especially in respect of senior and middle management

appointments, including heads of academic schools, heads of academic departments and vice-deans, where progress is well behind target.

As a first step to bringing all staff rated as satisfactory, good or excellent to the institution's internal remuneration median for all remuneration bands, all professors performing at these levels as assessed by their respective executive deans were moved to the median of their salary range at a cost of R3 million. This cost was funded by scrapping all vacancies that were older than three years. This is a vitally important initiative and work in respect of the remaining staff was completed for implementation, effective from 1 January 2011.

For 2010, all unions agreed to a 7,75% total-cost-to-institution adjustment, which was within the mandate of 8% total salary adjustment. As for 2011, wage negotiations were successfully concluded within the mandate at the end of 2010 with two unions (SAPTU and NTEU) representing the majority of organised members of staff; negotiations within the same mandate were concluded with NEHAWU in January 2011. Unions agreed to Management's proposal of a 6% across-the-board increase on total cost and the application of a further 1% to members of staff whose salaries were below the median of their respective salary bands and who had been with the institution for at least five years (see earlier paragraph). The implementation of the latter was still under discussion by year-end, while the first part of the agreement was planned for implementation, effective from 1 January 2011 for all staff, excluding members of NEHAWU. Negotiations were continuing with NEHAWU to reach a similar agreement.

Senate

The University Senate functions in accordance with Sections 21 to 27 of the Standard Institutional Statute and Sections 23 to 33 of the UJ Statute (promulgated in August 2010) and in 2010 had a membership of 239. As we report in detail later in this annual report, Senate held four ordinary meetings and one special meeting during the course of 2010. Currently, there are seven Senate committees, of which the following were operational: Senate Executive Committee, Senate Teaching and Learning Committee, Senate Quality Committee, University Research Committee, Senate Language Committee and Senate Higher Degrees Committee and, as reflected in their performance reviews, most are functioning optimally. Senate approved a Senate Academic Freedom Committee in 2010, which will become operational in 2011. Faculty boards also report to Senate.

Following a review of its rules and procedures, several changes were made, including the creation of the Vice-Chancellor's Circular, which allows for smoother and more efficient decision-making. Senate is now better able to provide strategic leadership by considering the matters referred to it by all the Senate committees, with specific reference to the University's academic performance – teaching and learning, research and community engagement. More time is also now available for important Senate debates.

The Institutional Forum

The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act and Chapter 32 of the Standard Institutional Statute and, more recently, in terms of Chapter 5 of the UJ Statute that was promulgated in August 2010. The IF held quarterly meetings, as well as two special meetings, to consider recommendations from selection committees on senior management appointments in order to provide advice to the Council on these matters. Attendance at the Institutional Forum was poor and its functionality was inadequate, which was partly a consequence of a high turnover in its membership. During its performance review, the IF gave itself a score of 2,3 (out of a maximum of 5) for responsibilities related to governance, 3,3 for operations and administration and 3,0 as an overall score. With the promulgation of the UJ Statute, the chairpersonship was taken over by a member of Council and it is expected that this will result in an improvement.

Student governance and related matters

Excellent progress is being made in respect of cultural integration as well as with the development of a focus on academic achievement in our residences. We continue to be concerned about and therefore actively monitor and act against risky student behaviour, including drunkenness, use of drugs and unsafe sex.

A successful SRC election was held; however, the student participation rate only increased to the target of 20% – although this is an increase from 14% in the previous year. The new Student Services Council is now

functional and gives greater attention to student needs and concerns, as well as to those concerns from the Executive Management relating to student governance, academic development, etc.

Arising from unapproved and violent protests on our Doornfontein Campus, as well as from unacceptable conduct by some student leaders following the September SRC bash, disciplinary action was instituted against the students, including the SRC President, who was among the student leaders expelled from the University. Regrettably, the SRC has become largely dysfunctional, partly due to factionalism, resulting in, among others, a failure to reach a final agreement on the annual tuition fee adjustment – discussions failed to proceed beyond the 7,5% increase level. Notwithstanding this, Council ratified the 2011 tuition fee adjustment of 9,5%.

Institutional advancement and internationalisation, effective and sustainable international partnerships and academic profile

Significant among the new elements of our student marketing campaign that was introduced in 2010 was the *Orange Carpet* and the *Time to Talk to UJ* campaigns, which target Grade 11s with an average of 80% and above for immediate admission and substantial bursaries (*Orange Carpet*) and those with 70% average and above for preferential admission (*Time to Talk to UJ*). We await the evaluation of these innovations. Applications for admission and admissions for 2011 were well ahead of those for the 2009 year-end and we easily reached our target enrolment for first-time entrants in 2011.

A second ranking, with the University of Cape Town being placed first, was again attained in the 2010 Sunday Times brand survey – an outstanding achievement. This, as well as the high scores we attain in our annual stakeholder association reviews, confirms UJ's strong standing among the public and its target market.

The review of UJ's internationalisation philosophy, approach and practice, including those for academic partnerships, student recruitment and overseas studies programmes, resulted in the University adopting a new internationalisation strategy and the search for a head to drive the implementation plan continued. A successful academic mission to the USA – following those to China (2007), India (2008) and Brazil (2009) – was concluded, leading to new academic linkages and partnerships between UJ academics and their peers from leading USA universities, such as Harvard, Virginia, Virginia Tech, UCLA, Colombia, Minnesota and Rensselaer Polytechnic.

UJ maintained its profile at international forums: notably at the Commonwealth Universities Association (Cape Town) and the G8/G20 Universities Summit (Vancouver, Canada). In the case of the latter, UJ was the only African university that was invited and I had the privilege to chair one of three sessions on Energy and Sustainable Development. UJ is now also a member of the Windsor Group of leading universities and is participating with the Universities of Ibadan (Nigeria) and Tanzania in a special African pilot project aimed at nurturing innovative and mutually beneficial academic linkages between Windsor Group universities and African universities.

Following its review, the programme of regional alumni meetings was abandoned in favour of smaller and focused functions with leading alumni, as well as affinity group functions such as the successfully held Colloquium of Mining Engineers. Parallel to these functions, a series of functions is being implemented that focuses on newly qualified and excellent academic achievers.

During 2010, Alumni Dignitas Awards were made to Tim du Plessis and Nicholas Hlobo. Convocation continues to be operational under the leadership of Ms Trix Coetzer, although much remains to be done to keep this body functioning optimally in terms of alumni participation.

Financial overview

The audited financial results for 2010 were delivered once more on time, without qualification and with no significant external findings. Generating unencumbered commercial (*viz.*, non-state, non-tuition fee, non-capital income) and donor income remains a high priority and is on target, but remains suboptimal, especially in the current economic environment. In this regard, UJ's Soccer World Cup accommodation programme, while having resulted in the renewal of several residences (R9,4 million investment), has not delivered the projected unencumbered income of R5 million (within the projected 50% occupation scenario). The Soccer World Cup has, though, generated R4,5 million in FIFA expenditure on lighting and irrigation for UJ's two stadiums.

Our 2010 annual financial results show excellent outcomes, with our budgeted operating loss of R88 million being turned around to an operating surplus of R31 million, mainly due to better-than-expected subsidy, tuition fee and student residence income and slower-than-expected remuneration expenditure – the result of our historical staff vacancy rate. This outcome compares very well with that of 2009 (an operating surplus of R2 million). The total surplus for 2010 (including investment income) amounts to R233 million (as opposed to R152 million in 2009).

Institutional performance: strategic thrusts and subsequent targets for 2010

As reported previously, the Council of the University annually reviews the institution's performance and strategy and, as required, also reviews the performance of the Vice-Chancellor and other members of the Executive Committee. In respect of the individual performances of members of the Executive Committee, the average was 4,3, with that of the executive deans being 4,1 and that of the executive directors being 4,0 – all out of a maximum score of 5.

In order to review institutional performance, Council annually approves the University's key performance indicators by setting a target, a floor and a stretch target or "ceiling" for performance. These, as well as actual achievement against targets, are provided in the Institutional Scorecard (Annexure one). It is the achievement against target combined with the scores of the individual executives that determine the performance rewards, if any, for the Vice-Chancellor and members of the Executive Leadership Group. The outcomes for 2010 in respect of the institutional indicators have already been reported on earlier in this Vice-Chancellor's report. The overall outcome for institutional performance in 2010 was an improved and pleasing 8,5 out of a possible score of 10, which is an increase from 7,8 in 2009.

Specifically, this improvement is the result of significantly better-than-target performance in the following indicators:

- Teaching effectiveness and enrolment management:
Student success rate is 77,7% against the target of 76%.
- Research output and research profile:
Accredited research output is 467 units against the target of 450 units;
- Percentage of international to national publications is 60% against the target of 50%;
Number of active researchers is 382 against the target of 360.
- Finance (stability):
Financial stability (operating surplus/loss) is R31 million against the targeted operating loss of R40 million.
- Resources generation, institutional efficiency and effectiveness:
Project delivery, efficiency and being within budget (>R10 million) has been achieved at 90% against the target of 80%.
- Culture and intellectual capital:
Percentage of staff without a master's degree (qualifying group) enrolled for master's degree is 82% against the target of 65%.
- Brand and community engagement:
Percentage of undergraduate degree applicants registered with M-score greater than 20 or APS greater than 35 is 26% against the target of 20%.

Key performance areas in which performance has been well below target and for which remedies are to be implemented during the course of 2011 and beyond are:

- Teaching effectiveness and enrolment management:
Science, Engineering and Technology enrolment is 29,4% against the target of 30% – medium-term target is 32%.
- Culture and intellectual capital:
While on target with the percentage of black academics, we are well off the target of 36% for black heads of schools and departments, vice-deans and executive deans;
Staff culture audit – although improved from 52% to 57%, it is still below the benchmark of 60%.
- Resources generation, institutional efficiency and effectiveness:
Human resources efficiency at 50% is well below the target of 80%.

- Brand and community engagement:
Community engagement projects: scope and impact is 70% against the target of 80%;
Graduate employability is 75% against the target of 80%.

Five-year review and the next decade

At the Council's annual strategy workshop in November 2010, the Vice-Chancellor and his Management Executive Committee members presented to the University Council a five-year review of the institution since the appointment of the Vice-Chancellor. This review focused on the achievements of the past five years – including the year 2010.

Furthermore, following substantive engagement with the Executive Leadership Group, heads of academic schools and departments, senior academic leaders, heads of professional and support divisions and members of Council, Council also adopted the University's next decade vision, strategy and the related key performance indicators at its November 2010 strategy workshop. Eight strategic thrusts or goals, compared to 10 for the previous five years, were adopted and are listed below:

- **Thrust One:** Sustained excellence of academic programmes, research and community engagement;
- **Thrust Two:** A comprehensive institution recognised for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer;
- **Thrust Three:** Equivalence of all campuses, with dedicated initial focus on DFC and SWC;
- **Thrust Four:** An international profile of employees, students, scholarly output and institutional reputation;
- **Thrust Five:** A brand that identifies UJ with relevant, accessible and excellent higher education;
- **Thrust Six:** Leadership that matters, in the institution and in civil society;
- **Thrust Seven:** Supportive and engaged alumni that contribute to UJ's reputation and resource base;
- **Thrust Eight:** Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

Significantly, while some thrusts have been retained in a new manner, only one significantly new strategic thrust, *viz.*, "A comprehensive institution recognised for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer" was adopted. This thrust articulates the University's ambition to fundamentally renew and uplift its technological programmes and staff responsible for these programmes over the next decade. Through this thrust, the University also aims to increase the quality as well as the social and economic value of our technological programmes, increase our applied research output and increase the intensity of innovation and technology transfer.

Some of the 2020 key performance indicators listed in UJ's next decade strategy are:

- Capping our enrolment at 50 000;
- Growing our postgraduate enrolment to 8 500 from 6 500;
- Increasing our Engineering enrolment to 8 000 from 7 300;
- Increasing our overall student success rates to 80% from 77,7%;
- Increasing our total graduate output to 11 000 per year from 10 299;
- Increasing our research output to 700 units from its current base of 467 units;
- Increasing our international student cohort to 4 000 from 2 213 and implementing a successful Study Abroad Programme;
- Introducing innovative programmes to grow our alumni base, new and old, especially now that we are in a much stronger position than in 2005.

Individual value added and conclusion

I am privileged and honoured to have been able to make several personal contributions to UJ's evolution and I am especially honoured that Council has offered me a second term of office (April 2011 to March 2016), which I have accepted.

In line with the requirements of the DHET for the Vice Chancellor's annual report, I now list the contributions that I have been able to make to the University's progress:

- Active and strategic stewardship of the institution – I constantly articulate and motivate UJ's vision, mission

and goals in various forums, resulting in UJ now being a vision-, mission- and goal-driven institution, while remaining firmly committed to its core academic mission. This active and strategic stewardship extends to the review of the institution's first five years and its next decade strategy, the core academic project, institutional operations and finance.

- On staff motivation – The strategic focus during 2010 has been to affirm and motivate staff and to publicly acknowledge their achievements and contributions to the institution's success, such as through long-service staff awards, campus visits, Senate meetings and awards functions such as the Vice-Chancellor's Awards. Furthermore, new forums are constantly being created to achieve these same objectives, such as staff qualifications recognition functions, where staff who complete their master's qualifications are publicly recognised. Also, high visibility and accessibility to staff is maintained.
- In respect of international networking, I am an active networker who positions both the University and South Africa: I am the only African vice-chancellor who is a member of the G8/G20 Universities Forum and I am also active in the Windsor Group of Universities, the Association of Commonwealth Universities and in the African and South African Universities' Vice-Chancellors' Associations. I personally lead institutional academic missions, such as the highly successful 2010 academic mission to the USA.
- Taking into consideration the specificity of the University and the value (and critique) to be derived from performance management, I continue to nurture a vibrant and active culture of performance development, support and management at Executive Leadership Group level at UJ, as well as at the next level of managers – vice-deans and heads of academic schools and departments and heads of professional and support departments who are responsible for nurturing a university-appropriate version of this culture within our academic communities and at the coalface.
- Chairperson of Higher Education South Africa – I was elected by my peers as Chairperson to steward the overarching Vice-Chancellor's forum to the body's next level of development.
- At state level – I am an active member of the National Planning Commission that was established in 2010. I currently chair, at the request of the Minister of Higher Education and Training, the very important Ministerial Committee on Student Accommodation that is expected to conclude its work in mid-2011. I have also been called upon by the Minister of Higher Education and Training to provide advice on several other higher education systemic matters.
- In civil society – I am active in several committees and councils, including the country's leading literacy NGO, the READ Trust, where I am Chairperson.

I conclude my report by noting that I am most pleased that the University continues to make excellent progress and that, with good momentum now built and with all gaps identified and addressed, UJ will achieve well beyond our expectations.



Ihron Rensburg (Prof)
Vice-Chancellor and Principal



REPORT PROFILE: SCOPE AND BOUNDARY OF THE REPORT AND REPORT CONTENT

OVERVIEW

The scope and boundary of the Annual Report is reflected in this section and is first of all guided by the regulations for annual reporting (compliance report) by public higher education institutions. Second, the principles of integrated and sustainability reporting are taken into consideration for the division of the sections of this report and for the reporting by the relevant members of the Executive Leadership Group (ELG).

This annual report covers the period of 1 January to 31 December 2010 and highlights development and performance for the calendar year. The previous report was produced by the University of Johannesburg (UJ) in 2009 and is available at www.uj.ac.za. Any questions, queries or comments regarding this report should be directed to the Registrar (refer to the UJ website for contact details).

This report is an overview of the core business of the University, which is offered on the four campuses in Gauteng: Auckland Park Kingsway Campus, Auckland Park Bunting Road Campus, Doornfontein Campus and the Soweto Campus.

There are no joint ventures or other entities in which the University of Johannesburg is involved, other than rented properties and these will be specified in the Report.

This report is the first attempt by the University of Johannesburg in terms of delineating the scope and boundary of the Report in accordance with the King III reporting requirements. Due regard has been given to the regulatory framework for the annual reports submitted by public higher education institutions. The KPMG Climate Change and Sustainability Services division has provided the University of Johannesburg with guidance and assistance in terms of creating an integrated reporting framework. The principles and standards used to compile the key performance metrics in this report have been stipulated in the respective sections.

We acknowledge that the previous annual reports reflect significant shortcomings related to our stakeholder engagement process and the way in which stakeholders influence our reporting of material issues. Therefore, the layout and format of this annual report is significantly different from previous reports. The following process was followed for determining the material issues to be reported on and for initiating improved compliance with the principles of sustainability and integrated reporting:

- The Institutional Risk Register;
- The Executive Leadership Group, chaired by the Vice-Chancellor and Principal, debated (at its February ELG breakaway session) the principles and guidelines for annual reports to be submitted by the various faculties and divisions to the Registrar, who is responsible for collating the UJ Annual Report.
- These guidelines (debated by the Management Executive Committee in 2010), *inter alia*, included new topics such as stakeholder, sustainability and integrated reporting, in accordance with the King III requirements, while, at the same time, complying with the Department of Higher Education and Training's regulatory requirements and guidelines for the annual reports of public higher education institutions.
- The debate focused on the principles reflected in the Global Reporting Initiative and the NASDAQ CRD

Global Sustainability Index, as well as principles related to our social responsibilities on which we need to report and various other best practice examples.

- A presentation by one of the South African auditing firms was viewed.

We are therefore committed not only to focusing on the achievements in 2010, but also to disclosing the shortcomings and non-compliance with the principles of sustainability and integrated reporting. After having debated the additional guidelines for the 2010 Annual Report, a “bottom-up” approach was followed, allowing the faculties and support divisions to submit their annual reports for integration into the UJ Annual Report.

At this point, the University of Johannesburg has assurance over the financial statements in this report. A plan is being put into place to obtain assurance on the information reported in sections other than finance.

REPORT CONTENT

In this first attempt to comply with the reporting principles as indicated above, the following is included as a generic guideline for each section:

- Overview;
- Policy framework;
- Organisational responsibilities/governance;
- Risks and risk management strategy;
- Performance;
- Way forward.

INSTITUTIONAL RISKS

The following institutional risks, as reflected in the Institutional Risk Register, are applicable for 2010 reporting purposes:

Academic risks

- Not meeting enrolment targets and non-compliance with the Enrolment Plan;
- Faculty of Education not meeting Faculty enrolment targets;
- Uncertainty over quality of prospective undergraduate students;
- Inadequate enrolments on Soweto Campus (non-compliance with target);
- Insufficient undergraduate student throughput rates;
- Loss of high-performing academic employees;
- Maintaining academic and teaching standards;
- Postgraduate student enrolments and throughput rates;
- Financial exclusion of students;
- Decline in white students – below the critical mass target.

Institutional planning and business disaster recovery

- Lack of integrated business disaster recovery awareness;
- Lack of a management information system.

Financial risks

- Increase in doubtful debt;
- Increased electricity cost;
- Financial sustainability.

These risks are justified in the relevant sections (refer to Section Four: Statement on Risk Management).



Marie Muller (Prof)
Registrar



UJ OPERATING CONTEXT AND GOVERNANCE REVIEW

OVERVIEW

Introduction

The University of Johannesburg (UJ) is a public comprehensive university that functions in accordance with the higher education legislation, subsequent national policies, directives and frameworks. As reflected in the Vice-Chancellor's report, the UJ Statute was promulgated in August 2010 and the charters for all the governance structures were aligned with the UJ Statute. Some of these revised charters were approved towards the end of 2010 and the others will be considered at the first meetings of the relevant structures/committees in 2011. In addition to this, the current performance review system and instruments for structures and committees were also revised to make provision for a more nuanced system.

Executive Leadership Group

The Executive Leadership Group (ELG) (refer to Annexure two, under the leadership of the Vice-Chancellor and Principal, Prof Ihron Rensburg, is responsible for the executive management of the University. The Executive Leadership Group is reflected in the University's ELG organogram and consists of the following people:

- Management Executive Committee:
 - Vice-Chancellor and Principal;
 - Pro Vice-Chancellor;
 - Deputy Vice-Chancellors:
 - Academic;
 - Research, Innovation and Advancement;
 - Finance;
 - Strategic Services;
 - Registrar;
 - Advisor to the Vice-Chancellor and Principal.
- Executive Deans:
 - Faculty of Art, Design and Architecture;
 - Faculty of Economic and Financial Sciences;
 - Faculty of Education;
 - Faculty of Engineering and the Built Environment;
 - Faculty of Health Sciences;
 - Faculty of Humanities;
 - Faculty of Law;
 - Faculty of Management;
 - Faculty of Science;
- Executive Directors:
 - Academic Development and Support;
 - Advancement;

- Expenditure and Procurement;
- Finance Governance;
- Human Resources;
- Information and Communication Services;
- Library and Information Centre;
- Operations;
- Research and Innovation;
- Sport;
- Student Affairs.

The ELG organogram reflects the operating context and the reporting lines. The post of Pro Vice-Chancellor existed as a transitional position for the first phase of the merger and was replaced by Council as a Deputy Vice-Chancellor post on completion of the incumbent's first term of office, which expired on 31 December 2010. The Institutional Planning and Quality Promotion Unit reported to the Pro Vice-chancellor, who was also responsible for Cultural Change Management during the reporting year.

LEGISLATIVE POLICY FRAMEWORK AND STRATEGY

The University functions in accordance with the following:

- The Constitution of South Africa, the Act and all other applicable laws;
- The Higher Education Act and related regulations, policies, strategies and higher education governance requirements;
- National legislation and regulations related to finance and financial management, research and intellectual property, healthcare, occupational health and safety, disaster management, etc.;
- National higher education imperatives;
- Standard Institutional Statute (SIS) and the UJ Statute (promulgated in August 2010);
- Directives for the University as approved by the Department of Education;
- Generally accepted principles regarding the role of a university and its place in society, with particular reference to the principles of academic freedom and institutional autonomy;
- The principles of public accountability;
- Applicable principles of corporate governance;
- General principles of good governance;
- The University's policies, regulations, strategies and governance documents as approved by Council or Senate and reflected on the UJ website (governance) in the governance documents (approximately 160 documents);
- The University's strategic plan, thrusts and key performance indicators, as approved by Council (refer to Section Thirteen on Institutional Planning).

GOVERNANCE STRUCTURES

The following governance structures are operational:

- Council and Council committees;
- Institutional Forum;
- Joint committees: Council and Senate;
- Joint committees: Council and Management Executive Committee (MEC);
- Senate and Senate committees;
- MEC and MEC committees;
- UJ Student Representative Council;
- UJ Student Services Council;
- Alumni and Convocation.

COUNCIL AND COUNCIL COMMITTEES: PERFORMANCE REVIEW

Introduction

Council governance is in accordance with the Higher Education Act No. 101 of 1997, the Standard Institutional Statute of 2002 and the newly promulgated UJ Statute. Council held four meetings. The Management Executive Committee workshop with Council was held on 18 November and the Council dinner (including the Ellen Kuzwayo and Dignitas Awards functions) took place on the evening of 19 November 2010.

Council membership and performance

The membership of Council is reflected in the Chairperson's report. The qualifications and skills of Council members are also reflected in the Chairperson's report. The attendance of Council and Council committees was good, with the exception of the Human Resources Committee of Council. The attendance of these committees is reflected below, as well as the performance review outcome of each structure/committee.

Council

The attendance of Council meetings was good, with the exception of two external members of Council being absent for three of the four meetings. The performance review results related to Council are excellent, with an overall average of 4,3 (a five-point scale is used).

Table 3: Council meetings and attendance 2010

COUNCIL				
Members	18 March 2010	27 May 2010	9 September 2010	19 November 2010
Mr F. Baleni	✓	✗	✓	✓
Mr D. Bvuma	NM	NM	✓	✓
Ms T. Coetzer	✓	✓	✗	✓
Prof T. de Wet	✓	✓	NLM	NLM
Mr J. Dikgole	✓	✗	✗	✓
Mr C. Gebhardt	✓	✓	✓	✓
Mr B. Hoboyi	✓	✓	✗	✓
Mr D. Joubert	NM	NM	✓	✓
Prof J.H. Kriek	✓	✓	✓	✓
Mr H. Kruger	✓	✓	NLM	NLM
Mr Z. Kwinika	✓	✓	✓	✓
Mr T Letlape	✓	NLM	NLM	NLM
Dr S. Lushaba	✓	✓	✓	✓
Mr D. Manganye	✓	✓	✓	✓
Mr E. Mapheto (SRC)	NM	✓	✗	✓
Prof R. Marcus (Chairperson)	✓	✓	✓	✓
Mr M. Mathonsi	NM	NM	NM	✓
Dr P. Mjwara	✓	✗	✓	✓
Prof M. Modiba	✓	✓	✓	✓
Mr M. Monareng (SRC)	NM	✗	✗	NLM
Prof M.E. Muller	✓NM	✓NM	✓NM	✓
Amb N.J. Mxakato-Diseko	✗	✓	NLM	NLM
Mr J.J. Njeke	✓	✗	✗	✗
Mr D. Nyingwa	✓	NLM	NLM	NLM
Ms M. Nyoka	✗	✓	✓	✗
Ms Z. Nzalo	✓	✗	✗	✓
Prof I.L. Rensburg	✓	✓	✓	✓
Dr W. Rowland	✓	✓	✓	✓
Prof R.P. Ryan	NM	✓NM (invitee)	✓	✓

Mr K.B. Sibiya	✓	✘	✓	✓
Ms J. Siwani	✓	✓	✓	✓
Prof J.C. Sonnekus	✓	✓	✓	✘
Ms K. Thoka	✘	✘	✓	✘
Prof D. van der Merwe	✓	✓	✓	✓
Prof A. van der Watt	✓	✓	NLM	NLM

✓	=	Attended
✘	=	Absent/did not attend
NM	=	Not a member
NLM	=	No longer a member

Matters of significance considered by Council

Matters of significance discussed, considered and approved, noted by Council:

- The Vice-Chancellor's quarterly reports;
- Council governance:
 - Judge F.R. Malan and Ambassador N.J. Mxakato-Diseko resigned;
 - Prof R. Marcus was re-elected as Chairperson of Council;
 - Mr F. Baleni was elected as Vice-Chairperson of Council;
 - Ms K. Nyoka was re-appointed to the Council (ministerial appointee);
 - Professors J.C. Sonnekus and R.P. Ryan were elected by the Senate to serve on the Council;
 - Mr D. Joubert was elected as academic representative to serve on Council;
 - Ms T. Kwinana and Mr D. Bvuma were elected as non-academic representatives to serve on Council;
 - The following individuals were endorsed as possible candidates to fill the three vacancies on Council, subject to their availability being established: Prof G. Ellis, Mr G. Ferreira, Mr R. Loubser, Judge N. Claassen, Mr M. White, Mr K. Ransingh, Mr P. Masithela and Mr A. Ngcaba.
- Approving the following Council committee charters:
 - Amendments to the Charter for the Naming Committee;
 - Amendments to the Charter for the Honorary Degrees Committee;
 - Charter for the Development Committee of Council;
 - Charter for the Investment Committee (joint Finance Committee of Council and UJ Trust committee);
 - Charter for the Institutional Forum (IF).
- Approving the following transitional arrangements for Council members, in view of the promulgation of the UJ Statute on 27 August 2010:
 - The extension of the terms of office by one year of all Executive Committee (Exco) members (subject to the existing members of Council accepting the principle of an additional one year being added to their current terms of office);
 - The extension of the terms of office by one year of the following three ministerial appointees (determined by lot), who are not otherwise members of Exco (subject to the existing members of Council accepting the principle of an additional one year being added to their current terms of office):
Ms Z. Nzalo;
Ms K. Nyoka;
Dr S. Lushaba.
 - The extension of the terms of office by one year of five of the 10 external members appointed to represent collectively a broad spectrum of competencies (to be determined by lot), who are not otherwise members of Exco (subject to the existing members of Council accepting the principle of an additional one year being added to their current terms of office)
Note: As there are only four members who are not otherwise members of Exco, there is no need for the process related to "determined by lot";
 - The extension of the terms of office of Chairperson and Vice-Chairperson from two years to five years, in accordance with the UJ Statute.
- Approving the following appointments to Council committees and the IF:
 - Prof G. Ellis to serve on the Honorary Degrees Committee and the Ellen Kuzwayo Council Awards Committee (should he accept his Council membership);

- Mr D. Manganye to serve on the IF.
- Approving the following recommendations from the Remuneration Committee of Council:
 - That another five-year term of office be offered to the Vice-Chancellor;
 - That the position of Pro Vice-Chancellor become obsolete and that the current incumbent be offered another five-year term of office as Deputy Vice-Chancellor.
- Approving the recommendation of the Exco of Council to re-appoint the current Chancellor, Ms W. Luhabe, for a second term of office;
- Approving the appointment of Prof D. van Lill as Executive Dean: Faculty of Management, via a round-robin process;
- Approving the recommendation to appoint Dr Nyamapfene in the position of Executive Director: Internationalisation on a four-year term until age 65, with the possibility of annual renewal: (*Note: Dr Nyamapfene has subsequently declined the job offer*);
- Approving the following names of buildings, spaces, etc.:
 - Administration Building on the Auckland Park Kingsway (APK) Campus to be named Madibeng;
 - For the interim, all the libraries would be named “UJ Library”, with the campus denominator, until the matter was revisited at an appropriate date in the future.
 - Soweto Campus (SWC) buildings and/or spaces:
 - Arena to be named Imbizo Hall;
 - Administration Block to be named uKhamba Block;
 - Square (between Generic A and B Blocks and Clinic) to be named Lembede Garden;
 - Lecture Block A to be named TW Kambule Building;
 - Lecture Block B to be named Enoch Sontonga Building;
 - Generic A to be named Robert Sobukwe Building;
 - Generic B to be named Bram Fischer Building;
 - Academic D and E to be named Ellen Kuzwayo Building;
 - Health Clinic to be named Nthato Motlana Health Clinic;
 - Library Garden to be named Tsietsi Mashinini Garden;
 - New residence to be named Hector Pieterse Residence.
 - Residence on Auckland Park Kingsway Campus to be named Sophiatown.
- Approving amendments to the UJ Statute for submission to the Department of Higher Education and Training;
- Ratifying, via a round-robin process, the Senate’s decision on the Memorandum of Understanding between UJ and Ben-Gurion University of the Negev;
- Approving the recommendations from the Human Resources Committee of Council on the re-appointment and performance review process for incumbent ELG members, which are supported by Exco;
- Approving the Regulations for Student Discipline;
- Approving the 2009 audited annual financial statements;
- Approving the 2011 budget;
- Mandating the Council Exco to approve the final tuition fees adjustment for 2011 on a round-robin basis, after the Student Representative Council (SRC) was granted one additional week before consultation on the tuition fees increment for 2011 was brought to a conclusion. Council Exco approved a 9,8% fee increment for 2011 via a round-robin process;
- Approving the recommendation of the Planning and Resource Committee of Council that the East Rand Campus should not be retained, but that UJ should proceed with the engagement with the Department of Higher Education and Training and UNISA to transfer the Campus;
- Approving the nominations of the following individuals for honorary degrees: Dr N. Alexander, Dr R.P. Maphonya and Prof B.W. Skews;
- Approving the verbal nomination of Daw Aung San Suu Kyi for an honorary doctorate, subject to such a recommendation from the UJ Honorary Degrees Committee;
- Approving the recommendation from the Ellen Kuzwayo Council Award Committee that the Ellen Kuzwayo

Council Award be given to the following individuals: Ms H. Greyling, Ms Z. Kunene (posthumously) and Ms C. Mulder;

- Recommending that the establishment of the UJ Foundation should proceed;
- Recommending possible individuals to serve on the UJ Board of Governors;
- Considering the amended and restated Deed of Trust for the UJ Trust;
- Approving the recommendation from the Human Resources Committee of Council that the pensionable retirement age of rated researchers be extended to 70 years on a case-by-case assessment. The pension fund rule will be amended accordingly;
- Approving the UJ Annual Report 2009 for submission to the Department of Higher Education and Training;
- Noting the feedback on the progress made with Photovoltaic Technology Intellectual Property (PTIP);
- Noting the feedback on the progress made with the dispute between UJ, the University of Pretoria and Nelson Mandela Metropolitan University;
- Noting the feedback on the progress with the Campus Master Plan, particularly with reference to the SWC infrastructure development project, the student residences at SWC and Auckland Park (Portion 1, Erf 806);
- Noting the feedback on the progress made with the acquisition of Erf 1/809, Auckland Park;
- Noting the quarterly reports from the Council committees;
- Noting quarterly reports from Senate;
- Noting quarterly reports from the IF;
- Noting quarterly academic reports;
- Noting quarterly security reports;
- Noting UJ's input on the report on the investigation by the Department of Higher Education and Training: Progress Towards Transformation and Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions;
- Noting the quarterly HIV and AIDS reports;
- Noting the feedback on the Institutional Audit and the actions taken by UJ to address the recommendations;
- Conducting a Council performance review;
- Discussing and noting Council and Council committees' performance review results of 2010.

Council committees

The following governance structures were in place, reporting to Council:

- a) Council Executive Committee (also acting as the Remuneration Committee, consisting of external members of Council only);
- b) Audit and Risk Committee;
- c) Finance Committee (as well as the Investment Committee that reports to the Finance Committee);
- d) Planning and Resource Committee;
- e) Human Resources Committee;
- f) Development Committee of Council;
- g) Ellen Kuzwayo Council Award Committee;
- h) Naming Committee of Council;
- i) Honorary Degrees Committee (joint Council and Senate committee).

Although the overall attendance at Council committee meetings in 2010 improved slightly compared to the attendance in the previous reporting year, the attendance of the Human Resources Committee of Council remains a challenge.

Executive Committee of Council

The meetings of the Executive Committee of Council were very well attended, with only one member absent at the last meeting owing to international business. The performance review reflected adequate functionality (scores in excess of 4,0), with the exception of the criterion related to "governance performance" which obtained a score of 3,9. It was decided that the chairpersons of the various committees must submit a report to Council Exco twice per year and the Registrar is also to submit the attendance records of these meetings to Exco.

Table 4: Council Executive Committee meetings and attendance 2010

EXECUTIVE COMMITTEE OF COUNCIL			
Members	11 February 2010	29 April 2010	4 November 2010
Mr F. Baleni	NM	✓	✓
Ms T. Coetzer	✓	✓	✘
Mr J. Dikgole	✓	✓	✓
Mr C. Gebhardt	✓	✓	✓
Prof R. Marcus (Chairperson)	✓	✓	✓
Mr J.J. Njeke	✓	✓	✓
Prof I.L. Rensburg	✓	✓	✓
Prof D. van der Merwe	✓	✓	✓

✓ = Attended
✘ = Absent/did not attend
NM = Not a member

Audit and Risk Committee of Council

The Audit and Risk Committee conducted three meetings and the attendance was excellent. The functionality of this committee is also excellent, reflecting an average score of 4,5.

Table 5: Audit and Risk Committee meetings and attendance 2010

AUDIT AND RISK COMMITTEE OF COUNCIL			
Members	25 March 2010	29 April 2010	14 October 2010
Mr B. Hoboyi	✓	✓	✓
Mr J.J. Njeke (Chairperson)	✓	✓	✓
Prof I.L. Rensburg	✘ (Overseas)	✓	✓
Mr K.B. Sibiyi	✓	✓	✓

✓ = Attended
✘ = Absent/did not attend

Finance Committee of Council

The Finance Committee held two meetings and the attendance of the Finance Committee of Council was excellent, with the exception of one external member being absent from both meetings. An average of 4,5 was achieved during the performance review.

Table 6: Finance Committee meetings and attendance 2010

FINANCE COMMITTEE OF COUNCIL		
Members	23 March 2010	25 October 2010
Mr F. Baleni	✓	✓
Ms T. Coetzer (Chairperson)	✓	✓
Mr J. Dikgole	✓	✓
Prof J.H. Kriek	✓	✓
Dr S. Lushaba	✓	✘
Ms M. Nyoka	✘	✘
Prof I.L. Rensburg	✓	✘ (Overseas)

Planning and Resource Committee of Council

The Planning and Resource Committee of Council held four meetings and the attendance was good, with the exception of one external member of Council. The agendas of this committee were very loaded with the upgrade of the Soweto Campus as well as the building of two new residences. An average score of 4,5 was achieved during the performance review.

Table 7: Planning and Resource Committee meetings and attendance 2010

PLANNING AND RESOURCE COMMITTEE OF COUNCIL				
Members	10 February 2010	21 April 2010	21 July 2010	18 October 2010
Mr C. Gebhardt (Chairperson)	✓	✓	✓	✓
Mr H. Kruger	✓	✓	✓	✓
Mr D. Manganye	✓	✓	✓	✓
Amb N.J. Mxakato-Diseko	x	x	NLM	NLM
Prof I.L. Rensburg	✓	✓	✓	Overseas
Prof D. van der Merwe	✓	✓	✓	✓

✓ = Attended
 x = Absent/did not attend
 NLM = No longer a member

Human Resources Committee of Council

The Human Resources Committee held four meetings and the attendance of selected external members of Council remains a challenge. The principle of teleconferencing will be introduced to mitigate this risk. This committee identified certain themes for deliberation at each of the ordinary meetings in order to enable members to apply their minds adequately to the human resource governance responsibilities of this committee. A score of 3,6 was allocated to the governance responsibility of this committee.

Table 8: Human Resources Committee meetings and attendance 2010

HUMAN RESOURCES COMMITTEE OF COUNCIL				
Members	11 February 2010	29 April 2010	27 May 2010	21 October 2010
Mr J. Dikgole (Chairperson)	✓	x	x	✓
Prof J.H. Kriek (invitee)	✓	✓	✓	✓
Prof R. Marcus	✓	✓	✓	✓
Ms Z. Nzalo	x	✓	x	x
Prof I.L. Rensburg	✓	✓	✓	Overseas
Dr W. Rowland	✓	✓	✓	✓
Ms K. Thoka	x	✓	✓	✓
Prof D. van der Merwe	✓	✓	✓	✓

✓ = Attended
 x = Absent/did not attend
 NLM = No longer a member

Development Committee of Council

The Development Committee of Council is an advisory group and assists in the planning of and active participation in fundraising activities. Strategic peer-to-peer fundraising visits are undertaken by selected members when required. Two ordinary meetings were held and the attendance was adequate. The focus was on: approving four partnership proposals for the establishment of selected engineering centres, a clinical simulation laboratory for Health Sciences, the relocation of the Chemical Store and approving fundraising initiatives as well as the Fundraising Policy. The Downes Murray International Feasibility Study and Internal Readiness Survey were considered for possible additional funding for the development of the Doornfontein Campus (DFC) at UJ in order to determine whether the climate was right to launch a Capital Campaign. A strategy/action plan should be developed in order to find a way forward in order to raise funds for the development of DFC.

Table 9: Development Committee meetings and attendance 2010

DEVELOPMENT COMMITTEE OF COUNCIL		
Members	2 June 2010	4 November 2010
Mr J. Ellis	x	NLM
Mr C. Gebhardt	✓	✓
Prof S.J. Gravett	✓	✓
Prof A. Habib	✓	✓
Prof J.H. Kriek	✓	✓
Dr Z. Magwenzi	✓	x
Prof R. Marcus (Chairperson)	✓	✓
Prof T. Marwala	✓	✓
Mr J.J. Njike	✓	✓
Prof A. Parekh	✓	x
Prof I.L. Rensburg	✓	✓
Mr K. Swift	✓	✓
Prof D. van der Merwe	x	✓

✓ = Attended
x = Absent/did not attend
NLM = No longer a member

Ellen Kuzwayo Committee

The Ellen Kuzwayo Committee is a Council committee and meets twice per year to oversee the process of nominating and selecting awardees for this Council medal. The executive deans that serve on the Honorary Degrees committee are invited members of this committee. This committee is highly functional with almost 100% attendance at all meetings for the reporting year. The Ellen Kuzwayo Council awardees were:

- Ms Helen Greyling;
- Ms Zandile Kunene (posthumously);
- Ms Chantyl Mulder.

Table 10: Ellen Kuzwayo Committee meetings and attendance 2010

ELLEN KUZWAYO COUNCIL AWARDS COMMITTEE		
Members	2 June 2010	16 September 2010
Prof S.J. Gravett	✓	✓
Prof R. Marcus (Chairperson)	✓	✓
Prof T. Marwala	✓	✓
Prof M.E. Muller	✓	✓
Prof A. Parekh	✓	x (Overseas)
Prof I.L. Rensburg	✓	✓
Prof R.P. Ryan	✓	✓
Mr K.B. Sibiyi	✓	✓
Ms J. Siwani	✓	✓
Prof D. van der Merwe	✓	✓

✓ = Attended
x = Absent/did not attend

Naming Committee of Council

The Naming Committee is a joint Council and MEC committee and was instated in 2008 to assist with the naming and re-naming of properties, events and facilities, in accordance with the Naming Policy approved by Council in 2008. This Committee had four ordinary meetings. The following names were approved by Council in 2010:

- Madibeng for the Administration Building, APK;
- UJ Library (with campus denominator) as an interim arrangement, on the understanding that innovative

names could be submitted with a view to revisiting the renaming of the libraries at an appropriate date in the future;

- Hector Pieterse for the newly built residence at SWC;
- Sophiatown for the new residence on Portion 1, Erf 809, Auckland Park;
- Arena: Imbizo Hall;
- Administration Block: uKhamba Block;
- Square (between Generic A and B Blocks and Clinic): Lembede Garden;
- Lecture Block A: TW Kambule Building;
- Lecture Block B: Enoch Sontonga Building;
- Generic A: Robert Sobukwe Building;
- Generic B: Bram Fischer Building;
- Academic D and E: Ellen Kuzwayo Building;
- Health Clinic: Nthato Motlana Health Clinic;
- Library Garden: Tsietsi Mashinini Garden.

Table 11: Naming Committee meetings and attendance in 2010

NAMING COMMITTEE				
Members	24 February 2010	19 April 2010	21 July 2010	28 October 2010
Mr P. Boleu	x	x	x	x
Ms A. Botha	x	✓	x	x
Prof A. Habib (Chairperson)	✓	✓	x	✓
Prof W.J. Hollander	✓	x	✓	✓
Mr M. Jankowitz	✓	✓	x	✓
Ms C. Kgamphe	x	NLM	NLM	NLM
Ms P. Khumalo	NM	x	✓	x
Prof B. Mandew	✓	✓	✓	✓
Mr D. Manganye	✓	✓	✓	✓
Mr M. Matjeke	x	NLM	NLM	NLM
Mr X. Mkhwembe	x	NLM	NLM	NLM
Prof Z. Mtumane	x	NLM	NLM	NLM
Mr T. Nethonzhe	NM	NM	✓	x
Dr P.Z. Njongwe	NM	NM	✓	✓
Prof L. Patel	✓	✓	x	x
Ms S. Seyama	✓	x	✓	✓
Mr M. Shabangu	x	NLM	NLM	NLM
Mr K.B. Sibiyi	x	x	✓	✓
Prof J.C. Sonnekus	x	✓	✓	x
Prof J. Spowart	✓	✓	✓	x
Mr K. Swift	x	x	✓	✓

- ✓ = Attended
 x = Absent/did not attend
 NM = Not a member
 NLM = No longer a member

Honorary Degrees Committee

The Honorary Degrees Committee is a joint committee of Council and Senate and had two ordinary meetings in 2010. This committee is highly functional. The conferral of two honorary degrees was approved: Professor Neville Alexander and Professor B.W. Skews. Professor Alexander, however, did not accept the invitation.

Table 12: Honorary Degrees Committee meetings and attendance 2010

HONORARY DEGREES COMMITTEE OF COUNCIL		
Members	2 June 2010	16 September 2010
Prof S.J. Gravett	✓	✓
Prof A. Habib	✓	✓
Prof R. Marcus (Chairperson)	✓	✓
Prof T. Marwala	✓	✓
Prof M.E. Muller	✓	✓
Prof A. Parekh	✓	x
Prof I.L. Rensburg	✓	✓
Prof R.P. Ryan	✓	✓
Mr K.B. Sibiya	✓	✓
Ms J. Siwani	✓	✓
Prof D. van der Merwe	✓	✓

✓ = Attended
x = Absent/did not attend

INSTITUTIONAL FORUM REVIEW

OVERVIEW

The Institutional Forum functions in terms of Section 31 of the Higher Education Act and Chapter 32 of the Standard Institutional Statute. The UJ Statute was promulgated on 27 August 2010 and in accordance with it, the IF functions in terms of Chapter 5. The IF held quarterly meetings, as well as two special meetings to consider recommendations from selection committees on senior management appointments, in order to provide advice to Council on such recommended appointments. The attendance of the Institutional Forum was poor and the functionality of the forum is inadequate. During the performance review of the IF at its last meeting in November, the average score obtained for the responsibilities related to governance was 2,3, with an operational and administrative score of 3,3 and an overall score of 3,0. The turnover of this structure is also very high, as reflected in the table below. With the promulgation of the UJ Statute, the chairpersonship changed in accordance with the provision of the Statute, which states that the Chairperson must be a member of the Management Executive Committee and one of the internal members of Council.

Table 13: Institutional Forum meetings and attendance

INSTITUTIONAL FORUM					
Members	3 February 2010	15 April 2010	26 May 2010	7 October 2010	15 November 2010
Prof P. Alexander	x	x	x	NLM	NLM
Mr H. Baloyi	NM	NM	✓	✓	✓
Dr P. Dube	NM	✓	x	✓	x
Ms B. Kgori	✓	✓	x	x	x
Mr Z. Kwinika	x	x	x	✓	x
Mr C. Lock	x	✓	x	x	x
Mr A. Mahlangu	✓	✓	x	✓	✓
Mr M. Majeke	x	NLM	NLM	NLM	NLM
Ms L. Mokae	x	✓	x	✓	✓
Mr M. Mokoena	x	✓	x	x	x
Mr M. Mathonsi	NM	✓	✓	x	x
Prof M.E. Muller	✓	NLM	NLM	NLM	NLM
Amb N.J. Mxakato-Diseko	x	x	x	NLM	NLM
Mr S. Nalla	✓	✓	x	✓	✓

Mr T. Nephawe	✓	NLM	NLM	NLM	NLM
Dr P.Z. Njongwe	NM	NM	NM	✓	✓
Prof A. Oldewage	✓	✗	✓	✓	✓
Prof A. Parekh	✓	NLM	NLM	NLM	NLM
Mr R. Petersen (Chairperson until 7 October 2010)	✓	✓	✓	✓	✓
Ms J. Siwani	✓	✓	✓	✓	✓
Prof J.C. Sonnekus	✗	✓	✗	✗	✓
Prof D. van der Merwe (Chairperson from 15 November 2010)	NM	✓	✗	✓	✓
Prof B. von Solms	✗	✓	✗	✓	✗

✓ = Attended
 ✗ = Absent/did not attend
 NM = Not a member
 NLM = No longer a member

Matters of significance noted, discussed or considered by the IF for giving advice to Council

The following matters of importance were noted, discussed or considered by the Institutional Forum in 2010:

- Noting the UJ Institutional Cultural Project;
- Recommending to the Council, for consideration, the Charter of the Institutional Forum,
- Noting the promulgated UJ Statute and the implications thereof, specifically the significant expansion of the composition:
 - The Executive Director: Human Resources and the Executive Director: Student Affairs were added as members of the IF;
 - Four permanent full-time academic employees (not otherwise members of Senate) elected by the constituency (as opposed to two members, as reflected in the SIS);
 - Six permanent full-time non-academic employees elected by the constituency (as opposed to two members, as reflected in the SIS);
 - The Chairperson to be a member of both the Council and the MEC;
 - One member representing both the Alumni Association (also on Council) and the Convocation;
- Electing Ms J. Siwani as a representative of the Institutional Forum to serve on the Senate Language Committee;
- Conducting the 2010 IF performance review;
- Evaluating one aspect contained in the 2010 Performance Review instrument of the MEC governance responsibilities;
- The IF gave advice on the appointment of the following executive managers:
 - Executive Director: Internationalisation;
 - Executive Dean: Faculty of Management.

In line with the UJ Statute, the Chairperson for the IF changed at the November 2010 meeting from Mr R. Petersen to Prof D. van der Merwe.



Derek van der Merwe (Prof)
 Pro Vice-Chancellor
 Chairperson: Institutional Forum

SENATE AND SENATE COMMITTEE GOVERNANCE REVIEW

OVERVIEW

The following Senate committees were operational in 2010:

- Senate Executive Committee (Senex);
- Senate Higher Degrees Committee;
- Senate Language Committee;
- Senate Teaching and Learning Committee;
- Senate Quality Committee;
- University Research Committee.

Senate

Senate held four ordinary meetings and one special meeting. The attendance was satisfactory and the functionality of Senate is also good. A new Delegation of Authority was developed and approved by Senate at its meeting in December. In addition to this, a Vice-Chancellor's Circular was introduced, which is circulated to members of Senate prior to the Senate meeting and tabled for approval. A new Charter for Senate was developed in accordance with the UJ Statute.

Refer to the section on the Academic Review, which reflects the matters considered by Senate with specific reference to the new academic programmes approved.

Table 14: Senate meetings and attendance

SENATE			
Date of Senate meeting	Total members that attended	Apologies	Absent
15 April 2010	126	49	65
17 May 2010 (Special)	80	72	86
31 May 2010	127	37	69
29 September 2010	120	74	45
17 November 2010	131	45	64

Executive Committee of Senate

Senex had four ordinary meetings and the attendance was very good. Senex is highly functional, with an overall performance review score of 4,5. Because of its composition and size, the deliberations are often robust, in order to ensure consistency of decision-making, especially when academic promotions are considered.

Table 15: Senex meetings and attendance

EXECUTIVE COMMITTEE OF SENATE				
Members	17 February 2010	12 May 2010	4 August 2010	26 October 2010
Prof I.C. Burger	✓	✓	✓	✓
Prof E. de Kadt	✓	✓	✓	✓
Prof A. Dempsey	✓	✓	✓	✓
Prof D. de Villiers	✓	✓	✓	✓
Prof T. de Wet	✓	✓	✓	✓
Dr P. Dube	✓	✓	✓	✓
Prof G. Els	✗	✓	✓	✓
Prof S.J. Gravett	✓	✓	✓	✓
Prof A. Habib	✓	✓	✓	✓
Prof J.H. Kriek	✓	✓	✓	✓
Prof S. Kruger	✓	✓	✓	✓
Prof T. Marwala	✓	✓	✓	✓

Dr C.M. Masuku	✓	✓	✓	✘
Dr P.Z. Njongwe	✓	✘ Hospitalised	✓	✓
Prof M.E. Muller	✓	✓	✓	✓
Prof P.H. O'Brien	✓	✓	✓	✓
Prof A. Parekh	✘ Overseas	✓	✓	✓
Prof I.L. Rensburg (Chairperson)	✓	✓	✓	✓
Prof R.P. Ryan	✓	✓	✓	✓
Prof M. Sauthoff	✓	✓	✓	✓
Prof J.C. Sonnekus	✘	✓	✓	✓
Prof A. Swart	✓	✓	✓	✓
Prof D. van der Merwe	✓	✓	✓	✓

✓ = Attended
✘ = Absent/did not attend

Senate Higher Degrees Committee

The Senate Higher Degrees Committee held four ordinary and two special meetings. The attendance was satisfactory and this committee is highly functional, with an overall performance review score of 4,8.

Table 16: Senate Higher Degrees Committee meetings and attendance

SENATE HIGHER DEGREES COMMITTEE							
Members	26 January 2010 (Special)	11 February 2010	14 April 2010	26 May 2010 (Special)	11 August 2010	13 October 2010	9 November 2010 (Special)
Prof H. Abrahamse	✓	✓	✓	✓	✓	✓	✓
Prof I.C. Burger	✓	✘	✓	✓	✓	✓	✓
Prof S. Chetty	✓	✓	✓	✓	✓	✓	✓
Prof E. de Kadt	✓	✓	✓	✘	✓	✓	✘
Prof A. Dempsey	✓	✘	✓	✓	✓	✓	✓
Ms L. Farber	✘	✓	✓	✘	✘	✓	✘
Prof S.J. Gravett	✓	✓	✓	✓	✓	✓	✓
Prof A. Habib (Chairperson)	✓	✓	✓	✓	✘	✓	✓
Prof R. Krause	✓	✓	✓	✘	✘	✓	✓
Prof S. Kruger	✓	✓	✓	✓	✓	✘	✓
Prof T. Marwala	✓	✓	✓	✘	✘	✓	✓
Dr C.M. Masuku	✓	✓	✘	✓	✓	✓	✓
Prof T. Metz	✘	✓	✓	✓	NLM	NLM	NLM
Prof M. Modiba	✓	✓	✓	✓	✘	✓	✘
Prof A. Muller	✓	✓	✓	✓	✓	✓	✓
Prof P.H. O'Brien	✓	✓	✓	✓	✓	✓	✓
Prof A. Parekh	✓	✘	✘	✘	✓	✘	✘
Prof L.C. Posthumus	✘	✓	✓	✓	✘	✓	✘
Prof J-H.C. Pretorius	✓	✓	✓	✓	✓	✘	✓
Prof R.P. Ryan	✓	✓	✓	✓	✓	✓	✓
Prof M. Sauthoff	✓	✓	✓	✓	✓	✓	✘
Prof H. Strydom	✓	✓	✓	✘	✓	✓	✓
Prof A. Swart	✘	✓	✓	✘	✓	✓	✘
Prof A. Thomas	NM	NM	NM	NM	✓	✓	✓

✓ = Attended
✘ = Absent/did not attend
NM = Not a member
NLM = No longer a member

Senate Language Committee

The Senate Language Committee had four ordinary meetings. The attendance was not always adequate. The Committee hosted a successful debate on languages of tuition and implementation of the Language Policy during the Cultural Integration Week. The deliberations are often robust as language is often an emotional matter. The functionality is adequate, with an average overall score of 4,1.

Table 17: Senate Language Committee meetings and attendance

SENATE LANGUAGE COMMITTEE				
Members	9 February 2010	29 April 2010	29 July 2010	12 October 2010
Prof M. Chabeli	NM	✓	✓	✓
Prof J. Clarence-Fincham	✓	✘	✓	✓
Mr M. Kgopa	✓	✘	✓	✓
Prof A. Parekh	✘	✘	✘	✘
Ms P. Lamberti	✘	✓	✘	✓
Dr M. Monareng	✓	✓	✓	✓
Mr M. Monareng (SRC)	✘	✘	✘	✘
Prof M.E. Muller	✓	✘	✓	✓
Amb J. Mxakato-Diseko	✘	✘	NLM	NLM
Mr Z. Nakedi	✘	✘	✓	✓
Prof P.H. O'Brien	✓	✘	✓	✓
Prof L. Posthumus	✘	NLM	NLM	NLM
Prof R.P. Ryan	✘	✓	✘	✓
Prof J.C. Sonnekus	✘	✓	✓	✓
Prof D. van der Merwe (Chairperson)	✓	✓	✓	✓

✓ = Attended
 ✘ = Absent/did not attend
 NLM = No longer a member

Senate Quality Committee

The Senate Quality Committee held four ordinary meetings and focuses on the University's Quality Plan as well as the Quality Improvement Plan, following the Higher Education Quality Committee (HEQC) audit conducted in 2009 and the relevant recommendations made. The attendance was satisfactory, despite the size of this committee. The functionality obtained an overall average score of 4,5.

Table 18: Senate Quality Committee meetings and attendance

SENATE QUALITY COMMITTEE (SQC)				
Members	15 February 2010	10 May 2010	19 August 2010	11 November 2010
Dr K. Battle	NM	NM	NM	✓
Prof A. Breytenbach	✓	✓	NLM	NLM
Prof I.C. Burger	✓	✓	✘	✓
Adv A. Coetzer	✓	✓	✓	✘
Prof E. de Kadt	✓	✓	✓	✓
Prof A. Dempsey	✓	✓	✘	✓
Mr R. du Plessis	✘	✓	✓	✓
Dr P. Dube	✓	✓	✓	✓
Prof N. Fourie	✘	✓	✓	✓
Prof H. Geysler	✓	✓	✓	✓
Prof S.J. Gravett	✘	✓	✘	✘
Prof A. Habib	✘	✓	✘	✘

Prof W. Hollander	✓	✓	✘	✓
Prof G. Jacobs	✓	✓	✓	✓
Prof R. Johl	NM	NM	✓	✓
Prof J.H. Kriek	✘	✓	✘	✘
Prof S. Kruger	✘	✓	✘	✓
Prof B. Mandew	✓	✓	✓	✓
Dr J. Manyaka	✘	✓	✓	✘
Prof T. Marwala	✘	✘	✘	✘
Dr C.M. Masuku	✓	✓	✘	✘
Mr T. Matheba	✘	✓	✓	✓
Ms J. Motto	✓	✓	✓	✘
Prof M.E. Muller	✓	✓	✓	✓
Prof H. Nel	✓	✓	✘	✓
Dr P.Z. Njongwe	✓	✘	✓	✓
Prof P.H. O'Brien	✘	✓	✓	✓
Prof A. Parekh	✘	✘	✓	✘
Prof R.P. Ryan	✓	✓	✓	✘
Ms H. Sander	✓	✓	✘	✓
Prof M. Sauthoff	✓	✓	✘	✓
Ms G. Searole	NM	NM	✘	✘
Mr M. Shabangu	✘	✓	NLM	NLM
Prof J. Spowart	✓	✓	✓	✓
Prof A. Swart	✓	✘	✘	✓
Prof D. van der Merwe (Chairperson)	✓	✓	✓	✓
Mr J. van Schoor	✘	✘	✓	✓
Mr A. Vorster	✘	✓	✓	✓
Mr P. Zingitwa	✓	✓	✓	✓

- ✓ = Attended
 ✘ = Absent/did not attend
 NM = Not a member
 NLM = No longer a member

Senate Teaching and Learning Committee

The Senate Teaching and Learning Committee had four ordinary meetings. The membership is also very large, but the attendance was satisfactory. The functionality of this committee is also very good, with an overall average of 4,7.

Table 19: Senate Teaching and Learning Committee meetings and attendance

SENATE TEACHING AND LEARNING COMMITTEE				
Members	10 February 2010	10 May 2010	16 August 2010	11 October 2010
Dr K. Battle	✓	✓	✓	✓
Prof I.C. Burger	✓	✓	✓	✘
Prof J. Clarence-Fincham	✓	✓	✓	✓
Prof E. de Kadt	✓	✓	✓	✓
Dr R de Lange	✓	✘	✓	✓
Prof D. de Villiers	✓	✓	✓	✓
Prof A. Dempsey	✘	✓	✓	✓
Ms E. du Toit	✓	✓	✘	✘
Prof H. Geysler	✓	✓	✘	✓
Ms T. Gibbon	✘	✓	✓	✓
Prof S.J. Gravett	✓	✓	✓	✘

Prof R. Johl	✓	✓	✓	✓
Mr B. Koahela (SRC)	NM	x	x	x
Dr M. Kruger	✓	✓	✓	✓
Prof S. Kruger	x	x	✓	x
Prof H. Lötter	✓	x	✓	x
Dr P.C. Machika	✓	✓	x	✓
Prof T. Marwala	x	x	✓	x
Dr C.M. Masuku	x	x	x	x
Ms J. Motto	✓	✓	✓	x
Prof M.E. Muller	✓	✓	✓	✓
Dr P.A.P. Nair	✓	✓	✓	✓
Mr T. Nephawe (SRC)	✓	NLM	NLM	NLM
Prof P.H. O'Brien	✓	✓	✓	✓
Prof A. Parekh (Chairperson)	✓	✓	✓	✓
Ms D. Pretorius	✓	✓	✓	✓
Prof R.P. Ryan	✓	x	✓	✓
Ms H. Sander	✓	✓	✓	✓
Prof M. Sauthoff	✓	x	x	x
Prof J. Spowart	✓	✓	✓	✓
Dr K. Steenekamp	✓	✓	✓	✓
Prof A. Swart	✓	x	✓	✓

- ✓ = Attended
 x = Absent/did not attend
 NM = Not a member
 NLM = No longer a member

University Research Committee

The University Research Committee is a Senate committee, focusing on the core business related to research. The Committee held four ordinary and two special meetings and the attendance was satisfactory. This committee gave itself a performance review rating of 4,9.

Table 20: University Research Committee meetings and attendance

UNIVERSITY RESEARCH COMMITTEE							
Members	18 February 2010	24 February 2010 Special *	13 May 2010	19 May 2010 continuation of 13 May 2010 meeting **	7 June 2010 continuation of 13 May 2010 meeting ***	30 September 2010	20 October 2010 Special
Prof H. Abrahamse	✓	✓	✓	x	✓	x	✓
Prof A. Amory	NM	NM	NM	NM	NM	✓	✓
Prof I.C. Burger	✓	✓	✓	?	✓	✓	✓
Prof S. Chetty	✓	x	✓	✓	x	✓	x
Prof T. de Wet	✓	✓	✓	x	✓	x	✓
Prof A. Dempsey	✓	x	✓	x	x	✓	✓
Prof I. Dubery	✓	x	✓	x	x	x	x
Ms L. Farber	✓	x	✓	✓	x	x	✓
Prof N. Fourie	✓	x	x	x	x	✓	x
Prof S.J. Gravett	✓	x	✓	x	✓	✓	✓
Prof A. Habib (Chairperson)	✓	✓	✓	✓	✓	✓	✓

Prof S. Kruger	x	x	x	x	✓	✓	✓
Prof T. Marwala	x	x	✓	x	x	✓	✓
Dr C.M. Masuku	✓	✓	✓	✓	✓	✓	x
Prof A. Muller	✓	✓	✓	x	✓	✓	✓
Prof J.L. Neels	✓	x	x	x	x	NLM	NLM
Prof A. Nel	✓	✓	✓	x	✓	x	x
Prof P.H. O'Brien	✓	x	✓	x	x	✓	✓
Prof R.P. Ryan	✓	x	✓	x	x	x	✓
Prof G. Pretorius	x	x	x	x	x	✓	x
Prof M. Sauthoff	✓	x	✓	✓	x	✓	✓
Prof A. Swart	x	✓	✓	x	✓	✓	✓
Mr F. van der Walt	✓	✓	✓	✓	✓	✓	✓
Prof D. van der Westhuizen	✓	x	x	x	x	NLM	NLM
Prof M. Watney	NM	NM	NM	NM	NM	✓	x

✓ = Attended
 x = Absent/did not attend
 NM = Not a member
 NLM = No longer a member

- * Special meeting to consider the applications for research funding for the Faculty of Engineering and the Built Environment, Faculty of Health Science, Faculty of Humanities, Faculty of Management and Faculty of Science and therefore only representatives from those faculties attended.
- ** First continuation meeting of 13 May 2010 to review the research centres of the Faculty of Art, Design and Architecture and the Faculty of Financial and Economic Sciences and therefore only representatives from those faculties attended.
- *** Second continuation meeting of 13 May 2010 to review the research centres of the Faculty of Education, Faculty of Engineering and the Built Environment, Faculty of Health Science, Faculty of Humanities, Faculty of Management and Faculty of Science and therefore only representatives from those faculties attended.

MANAGEMENT EXECUTIVE COMMITTEE AND MEC COMMITTEES: GOVERNANCE REVIEW

Management Executive Committee structure

The MEC consists of the Vice-Chancellor and Principal, the Pro Vice-Chancellor, the Deputy Vice-Chancellors and the Registrar. The Advisor to the Vice-Chancellor and Principal is a co-opted member of the Management Executive Committee. The MEC is governed by the Higher Education Act of 1997, the Standard Institutional Statute and the newly promulgated UJ Statute. A UJ Charter for the MEC delineates the composition, functions and meeting governance, as applied by the Vice-Chancellor and Principal. This Charter was amended in 2010, aligned with the UJ Statute and was approved by the MEC. The composition of the Executive Leadership Group and their portfolios are determined by the Vice-Chancellor, in consultation with the MEC, and approved by the Council, in accordance with the requirements reflected in the Standard Institutional Statute and the UJ Statute.

Executive Leadership Group

The ELG consisted of the following members in 2010:

- a) Management Executive Committee;
- b) Advisor to the Vice-Chancellor and Principal;
- c) Executive deans;
- d) Executive directors.

The scope of authority and the mandate of the ELG is clearly stated in the Charter for the Executive Leadership that was initiated in 2009 and revised in March 2010 and is summarised as follows:

- As a consultative and deliberative forum, its primary responsibility is to review, monitor and advise on the core business of the University.
- The ELG assists the Vice-Chancellor and Principal in executing his responsibilities as the legal, administrative and academic head of the University, in accordance with the University's mission, vision and strategic goals/thrusts, the Higher Education Act, the Statute and other national and international imperatives.
- The functions are clarified as follows:
 - Assists the Vice-Chancellor and the MEC in strategic planning through structured and focused engagements at ELG gatherings (at least three per annum) as reflected in the UJ Year Programme;
 - Presents annual reports to the University's Senior Leadership Group for robust debate and consideration;
 - Deliberates with the MEC on the annual budget;
 - Participates in structured leadership enhancement and resilience programmes.
- The ELG had three consultation/deliberation sessions in 2010: the annual reporting session took place in May and the ELG strategic breakaway sessions took place in February and August.
- Formal ELG reports are written by the Registrar and submitted to all ELG members and the MEC.
- The focus of the August ELG breakaway was on the next decade.

Management Executive Committee

The MEC held 13 meetings and the attendance was excellent, as the only reason for not attending was mainly due to international visits or other external commitments that were approved by the Vice-Chancellor and Principal. The MEC is highly functional, with a performance review rating of 4,7.

Table 21: MEC meetings and attendance

MANAGEMENT EXECUTIVE COMMITTEE (MEC)													
Members	21 January 2010	2 February 2010 SPECIAL	9 February 2010 SPECIAL	16 February 2010	16 March 2010	20 April 2010	1 June 2010	20 July 2010	16 August 2010	21 September 2010	5 October 2010	16 November 2010 SPECIAL	30 November 2010
Prof A. Habib	✓	✓	✓	✓	✓	✓	✓	✓	* (Overseas)	✓	✓	✓	✓
Prof J.H. Kriek	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	*
Prof M.E. Muller	✓	✓	✓	✓	✓	✓	✓	✓	✓	* (HEQC auditor)	✓	✓	✓
Dr P.Z. Njongwe	✓	✓	✓	✓	✓	✓	* (ill)	✓	✓	* (ill)	✓	✓	✓
Prof A. Parekh	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof I.L. Rensburg (Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof D. van der Merwe	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ = Attended
* = Absent/did not attend

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

- **Governance-related matters:**
- Considering and recommending amendments to the UJ Statute to the UJ Council, for approval;
- Committee charters:
 - Approving the revised Charter for the MEC;
 - Approving the revised Charter for the MEC: Operations Committee (MECO);
 - Approving the Charter for the Executive Leadership Group;
 - Approving the Charter for the UJ Alumni Dignitas Awards;
 - Approving the revised Charter for the MEC Risk Management Committee;
 - Approving the revised Charter for the Development Committee;
 - Approving the revised Charter for the MEC Committee for People with Disabilities;
 - Supporting and recommending to the Senate, for approval, the proposed Charter for the Senate Academic Freedom Committee;
 - Supporting and recommending to the Senate, for approval, the revised Charter for Senex;
 - Approving the proposed Charter for the MEC Registration Management Committee;
 - Noting the Charter for the Centre for Psychological Services and Career Development's Board of Governance.
- Supporting and recommending to the Senate, for consideration, the Delegation of Authority for Senate and Senate Committees;
- Identifying and contacting possible individuals to fill the vacancies on the UJ Council, for recommendation to Council, for consideration;
- Re-allocating MEC portfolios, where appropriate;
- Discussing and noting the minutes and/or draft minutes of the following statutory committees: Council, Council Exco, Senate, Senex, Senate Language Committee and all the MEC committees (the minutes/draft minutes of the other statutory committees are reviewed by the MEC: Academic Committee (MECA) and MECO respectively);
- Discussing and noting the draft minutes of the Convocation meeting and agreeing that the Registrar is responsible for governance-related matters and the Alumni Office is responsible for the strategy for the mobilisation of the Convocation, including meeting planning;
- Discussing and noting the outcomes of the 2009 committee reviews conducted by the Council (and committees), Senate (and committees) and MEC (and committees);
- Approving amendments to the review instrument used to evaluate the MEC's corporate governance responsibilities;
- Approving the Guidelines for Faculty Annual Reports and Non-Academic Annual Reports;
- Discussing and noting the 2009 Annual Report, for submission to the Council, for consideration;
- Discussing and noting the MEC and ELG breakaway reports and initiating the appropriate actions, as and where applicable;
- Discussing and noting the campus visit reports and initiating appropriate actions, as and when required;
- MEC representation on the Institutional Forum:
 - Prior to the promulgation of the UJ Statute: Appointing Dr P. Dube and Prof D. van der Merwe as the two employees representing the MEC on the IF for a three-year period, from 1 April 2010 to 31 March 2013;
 - After promulgation of the UJ Statute: Appointing Dr P.Z. Njongwe as the second MEC representative on the IF, for a four-year period, from 1 October 2010 to 30 September 2014 (Dr Dube will still serve on the IF, but as Human Resources representative);
- Appointing a number of employees as employer trustees on the UJ Pension Fund, the UJ Defined Benefit Pension Fund and the UJ Provident Fund;
- Appointing Ms L. Stevens to serve on the MEC Committee for People with Disabilities, as a person with a disability nominated by the MEC, for a three-year period, from 1 April 2010 to 31 March 2013;
- Re-appointing Ms P. Lamberti to serve on the Senate Language Committee as an extra-faculty employee, representing academic development and support services, for a three-year period, from 1 February 2011;
- Approving the principles for the scheduling of statutory meetings, graduation ceremonies and other events in the Annual Programme;

- Supporting the recommendation of the Naming Committee that the SRC representation on the Naming Committee be reduced from four to one, for submission to Council;
- Conducting an MEC performance review.
- **Strategies and policies:**
 - Approving the Policy on Fixed-Term Contracts;
 - Approving the revised Regulations for Student Discipline;
 - Approving the revised Student Accommodation and Residence Life Rules and Regulations;
 - Supporting and recommending to the Human Resources Committee of Council, for approval, the revised Human Resources Delegation of Authority;
 - Approving the revised Traffic and Parking Policy;
 - Approving the revised Cellphone and Internet Connectivity Policy and Procedures;
 - Approving the revised Policy on Risk Management;
 - Approving the proposed Policy on the Accreditation of Off-Campus Accommodation;
 - Approving the Policy on Temporary Employment;
 - Approving, as an interim arrangement, the Policy on Allowances for Lateral Acting;
 - Approving the Import and Foreign Exchange Policy and Procedures;
 - Approving the revised HIV and AIDS Policy;
 - Approving the revised Policy on Nominations and Elections;
 - Approving amendments to the Guidelines for Effective Meetings;
 - Approving the Process for Dealing with Confidential Matters at Statutory Meetings/Structures;
 - Supporting and recommending to Senate, for consideration, the Categories of Academic Appointments, Academic Career Paths and Promotion Criteria;
 - Supporting and recommending to Senate, for consideration, the draft Postgraduate Strategy for UJ;
 - Supporting and recommending to Senate, for consideration, the proposal in respect of the composition of Senate;
 - Noting the draft Tobacco Control Policy.
- **Academic matters:**
 - Reviewing the 2009 registration statistics and the 2010 application statistics;
 - Approving the recommended appointments of vice-deans in the following faculties: Faculty of Art, Design and Architecture, Faculty of Economic and Financial Sciences, Faculty of Education, Faculty of Health Sciences and the Faculty of Law;
 - Discussing and considering the recommendations of a task team that was established to investigate and propose various models in respect of UJ's academic architecture and advising Senate as follows:
 - The possibility of establishing a Faculty of Commerce: Senate was advised that, at this point in time, the faculties concerned were not in agreement with Management on their proposed merger to create the Faculty of Commerce and that the matter will be further debated at an appropriate time in the future;
 - The proposed merging of the Department of Business Management and the Department of Entrepreneurship into one Department of Business Management was supported by the MEC;
 - The proposed transfer of the Department of Quality and Operations Management from the Faculty of Management to the Faculty of Engineering and the Built Environment was supported by the MEC;
 - The proposed name change of the Academy for Information Technology to the Department of Computer Science and Software Engineering was supported by the MEC;
 - The proposed name change of the Department of Business Information Technology to the Department of Applied Information Systems was supported by the MEC.
 - Supporting and recommending to Senate, for consideration, the 2011 Enrolment Plan;
 - Supporting and recommending to Senate, for consideration, the development of the Soweto Campus Academic Profile;
 - Supporting and recommending to Senate, for consideration, the proposed relocation of the Faculty of Education to SWC, commencing in 2011;
 - Noting that the DHET has not approved UJ's request for the offering of the Advanced Certificate in Education (ACE) in KwaZulu-Natal (KZN) (as an offsite offering). The relevant documents were re-submitted to the DHET as part of the appeal for reconsideration of the request for the offering of the ACE in KZN;

- Supporting the proposal to initiate a Top Achievers' Club;
- Discussing and noting the progress reports in respect of the Staff Qualifications Project;
- Considering the Memorandum of Understanding for Academic Collaboration for the Promotion of Academic Cooperation and Exchange of Staff between UJ and Ben-Gurion University of the Negev;
- Noting the Report of the Task Team on Prioritising International Linkages: Recommendation in respect of Ben-Gurion of the Negev;
- Discussing and supporting a Practice Note on International Linkages.
- **Research, Innovation and Advancement matters:**
- Supporting, in principle, the proposal to initiate discussions on the establishment of a High-Pressure Research Facility at UJ, on the understanding that a detailed project proposal will be submitted to the MEC for discussion;
- Approving the University Research Committee's provisional allocations for research centres;
- Discussing and noting the Report on the 2009 Research Outputs;
- Discussing and noting the Report on the Problems of the 2009 Research Output Exercise.
- **Academic Administration-related matters:**
- Approving the implementation of the next phase of the centralisation of the Student Enrolment Centre and the associated resource implications;
- Discussing and noting the 2010 Registration Report and the Registration Workshop Report;
- Discussing and noting the 2010 Graduation Report.
- **Finance-, Sport- and Commercialisation-related matters**
- Approving the following recommendations relating to the National Student Financial Aid Scheme (NSFAS):
 - An additional **500 beds** will be guaranteed to NSFAS students across all campuses;
 - The accreditation process of private student accommodation required careful monitoring, part of which was the fees for such accommodation, which will be limited to R18 000 per NSFAS student per year;
 - The proposal by NSFAS that only first-year applicants with an expected family contribution (EFC) of R0 will be assisted with funding for 2011. (An EFC of R0 meant a gross household income of no more than R 60 000 per annum, before tax). Other students will only be assisted if funds are available;
 - A proposal by NSFAS that the cut-off date for application of bursaries for first-year students will be 1 November of the previous year;
 - That first-year NSFAS allocations will be capped at 20% of the total NSFAS allocation. Provision will be made for the registration of late first-year applications by excellent achievers;
 - The book allowance will be reduced to R3 000.
- Supporting and recommending to the Finance Committee of Council, for consideration, the proposed budget for 2011;
- Approving the recommendation that UJ acquire the controlling interest in Jacana Media at R3,5 million, for further negotiation with the owners;
- Approving the cap of R16 million for the financing of honours bursaries, which will be implemented in a phased manner, commencing in 2011, with the first phase focusing on the following faculties, on the understanding that the impact will be assessed after a two- or three-year period in order to consider further roll-out:
 - Faculty of Health Sciences;
 - Faculty of Humanities;
 - Faculty of Science;
 - Faculty of Education (Science and Mathematics grouping).
- Supporting the Basic Principles for Agreement between Advent Sport Entertainment and Media and University Sport re Media Rights and Unlocking Value;
- Discussing and noting the reports on the 2010 FIFA World Cup Accommodation Project;
- Noting the feedback from the Finance Strategy Group meeting;
- Discussing and noting the Preferential Procurement Report for 2009;
- Discussing and noting the Institutional Risk Register;
- Discussing and noting the quarterly Year-to-Date Management Accounts;
- Discussing and noting the progress reports in respect of PTIP;
- Discussing and noting the progress reports in respect of meetings of the Board of Thin Film Solar Technologies regarding the Singulus/PTIP proposal and the signing of the reinstatement agreement;

- Supporting the decision of the PTIP Board to locate the pilot production facility and the semi-commercial manufacturing facility at Techno Park, which was in the vicinity of the Paarl production facility.
- **Infrastructure development-related matters**
- Recommending to the Planning and Resource Committee of Council and the Finance Committee of Council, for consideration, that the Perskor Building and the site to the north thereof be purchased so as to be refurbished as part of the consolidation of DFC;
- Considering and approving the recommendation of the Tender Committee to award the tender for the SWC residence project to Stefanutti Stocks Housing (Pty) Ltd, for submission to the Finance Committee of Council for ratification;
- Considering and approving the appointment of the consultant team for the DFC consolidation project, subject to the negotiation of the fees;
- Considering and approving the process to be followed for any major strategic initiatives by the faculties/divisions prior to being submitted to the MEC, for consideration;
- Establishing a task team to complete scenario planning with different venue occupation levels in order to achieve a better understanding of the venue utilisation, specifically at APK, including the short-term (three contact lecturing periods per week), medium-term and long-term (four contact lecturing periods per week) space requirements, with a view to implementing the minimum contact time of three lecturing periods per week in the second semester of 2011;
- Discussing and noting the progress reports on the SWC Infrastructure Development Project;
- Discussing and noting the progress reports on the erection of a student residence on Portion 1, Erf 809, Auckland Park;
- Discussing and noting progress reports on the erection of a student residence at SWC, including the fact that ministerial approval was granted for using the savings of the SWC infrastructure development for the building of the SWC residence.
- **Information and communications technology (ICT)-related matters**
- Appointing a UJ ICT task team to determine the following and advise the MEC on the following:
 - UJ's vision and strategic goals in terms of ICT for the next decade;
 - A strategic overview of whether the current technology was fit-for-purpose and to provide advice on what the purpose is;
 - Whether professional advice on Information and Communication Systems' (ICS) vision and strategy was required.
- Discussing and noting the progress reports of the UJ ICT task team;
- Approving the recommendation to move from McAfee Anti-Virus software to Kaspersky Anti-Virus software;
- Approving the proposal that Tenet be used to provide the SWC bandwidth, to be absorbed within the ICS budget;
- Approving the revised proposal for free space optic links to the residences.
- **Planning- and quality-related matters**
- Discussing and recommending to Council, for consideration, the Institutional Scorecard;
- Advising the Audit Steering Committee to consider the following when drafting a response to the draft UJ Institutional Audit Report for submission to the HEQC by 16 April 2010:
 - The recommendation(s) that were factually incorrect should be clarified.
 - The recommendation(s) that have already been implemented, and to which the Audit Panel had been alerted during the interview(s), should be highlighted.
 - The HEQC should be advised of UJ's concerns about recommendation(s) made on issues for which the UJ could provide evidence. In addition, it should be indicated that UJ was unsure what evidence they used to make the recommendation(s) concerned. The evidence they used for the recommendations concerned should be weighed against the body of evidence provided by UJ.
 - Given the evidence that will be provided above, the HEQC should be requested to reconsider the recommendations concerned.
- Noting the HEQC Audit Report for UJ, which incorporated the above recommendations;
- Approving the development of the UJ Improvement Plan Proposal, in line with the recommendations contained in the HEQC Audit Report for UJ;
- Discussing and recommending to Council, for consideration, the strategic thrusts for the next decade.

- **Human resources-related matters**
- Approving the establishment of an MEC subcommittee to consider non-designated (and white female) appointments and discussing and noting the quarterly reports submitted by it;
- Approving the recommendation to appoint Alexander Forbes as the Medical Aid Consultant for UJ for the next three years, subject to revision after the first year;
- Considering applications for granting unpaid leave;
- Approving the buying out of historical long leave of the applicable employees from the precursor, RAU;
- Approving the increase in remuneration of professors who were below the median of their respective salary bands (rated as excellent, very good and satisfactory) to the median of their respective salary bands, for implementation with effect from 1 October 2010;
- Approving the appointment of house wardens;
- Approving the outcomes of the match-and-place exercise for the identified technical staff, for implementation retrospectively with effect from 1 January 2010, subject to the discussion of the financing thereof;
- Approving additional leave during the 2010 FIFA Soccer World Cup;
- Approving the manner in which performance management should be implemented in 2010;
- Approving the performance management principles for 2011;
- Approving proposals to facilitate exits for the identified academic employees;
- Considering the recommended options in respect of the cycle for substantive negotiations and agreeing to retain the existing cycle of 1 January to 31 December and, in addition, requiring the Negotiation Team to ensure that the annual substantive negotiations are initiated by 1 August of each year, at the latest, with a view to concluding them by the middle of November;
- Agreeing on a process to be followed for the implementation of the clawback clause in Phase II of the Harmonisation of Remuneration;
- Approving the revised Human Resources structure;
- Approving the establishment of a Transformation Office;
- Supporting and recommending to the Audit and Risk Committee of Council, for consideration, that PricewaterhouseCoopers be appointed as the preferred service provider for the proposed total-cost-to-institution project;
- Noting the analysis of vacant positions and abolishing positions vacant for three years or more;
- Discussing and noting the quarterly Employment Equity Reports;
- Noting the 2010 Substantive Agreement.
- **Other matters**
- East Rand Campus (ERC) progress reports:
 - Noting the Council's approval of the recommendation of the Planning and Resource Committee of Council that the ERC be transferred to UNISA (awaiting ministerial approval);
 - Approving, as an interim arrangement, the agreement between UJ and UNISA in respect of the use of ERC.
- Approving the suspension of intercampus bus shuttles provided by Putco and approving that Unitrans Passenger (Pty) Ltd be used for the provision of five buses, five days per week, for a six-month period, for the intercampus bus shuttle service;
- Approving the nominees for the Vice-Chancellor's Distinguished Awards, based on recommendations from the relevant committees;
- Approving the nominees for the Dignitas Awards;
- Approving the name change of Committee Administration to University Secretariat;
- Approving that, once the contract of the existing Campus Director of Auckland Park Bunting Road Campus has expired, one campus director be appointed to manage both precincts (east and west), with the mandate of restructuring the Operations environment of the current two campuses into an effective, efficient and proud singular Auckland Park Campus;
- Discussing and noting the quarterly reports of the following environments:
 - Occupational Health Practice;
 - Primary Healthcare;
 - HIV and AIDS;
 - Security;
 - Risky Student Behaviour.

- Discussing and noting the outcome of the Cultural Integration Follow-Up Survey of March 2010. Especially encouraging is the increase from 2008 to 2010 in the scores of the various themes;
- Approving the proposal for the Diversity Week of 20 to 23 September 2010;
- Advising Council that the following names recommended by the Naming Committee for the naming and/or renaming of buildings be considered:
 - Madibeng for the Administration Building, APK;
 - UJ Library (with campus denominator) as an interim arrangement, on the understanding that innovative names could be submitted with a view to revisiting the renaming of the libraries at an appropriate date in the future;
 - Hector Pieterse for the SWC residence;
 - Sophiatown for the residence on Portion 1, Erf 809, Auckland Park;
- Noting the reports on international visits.

The following MEC committees were operational:

- * MEC Academic Committee;
- * MEC Operations Committee;
- * MEC Business Information Systems Committee;
- * MEC Committee for People with Disabilities;
- * MEC Risk Management Committee;
- * MEC Registration Management Committee.

Management Executive Committee: Academic

MECA is responsible for academic matters, both operational and strategic, and frequently considers matters of an academic nature before the final recommendation serves at the relevant Senate committee or MEC. MECA held ten meetings and the attendance was satisfactory, as an apology was accepted for legitimate reasons only. This committee consists of the three members of MEC responsible for the core academic business, including the executive directors responsible for Academic Development and Support as well as for Research and Innovation. MECA is highly functional and obtained a performance review score of 4,7.

Table 22: MECA meetings and attendance

MANAGEMENT EXECUTIVE COMMITTEE: ACADEMIC										
Members	26 January 2010	9 February 2010	23 March 2010	28 April 2010	25 May 2010	27 July 2010	10 August 2010	28 September 2010	21 October 2010	23 November 2010
Prof I.C. Burger	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof E. de Kadt	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof A. Dempsey	✓	x	✓	x	✓	✓	✓	✓	✓	✓
Prof S.J. Gravett	✓	✓	x	✓	✓	✓	✓	✓	✓	✓
Prof A. Habib	✓	✓	x	✓	✓	x	x	x	✓	✓
Prof S. Kruger	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Prof T. Marwala	✓	✓	✓	✓	✓	x	✓	✓	✓	x
Dr C.M. Masuku	✓	✓	x	✓	✓	✓	✓	✓	x	x
Prof M.E. Muller	✓	✓	x	x	✓	✓	x	✓	x	✓
Prof P.H. O'Brien	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof A. Parekh (Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓	✓	x
Prof R.P. Ryan	✓	✓	x	✓	✓	✓	✓	✓	✓	✓
Prof M. Sauthoff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof A. Swart	✓	✓	x	✓	x	✓	✓	✓	✓	x

✓ = Attended
x = Absent/did not attend

Management Executive Committee: Operations

MECO oversees the operational and strategic matters related to all the support services or non-academic divisions. The membership consists of the Deputy Vice-Chancellor: Finance, all the executive directors and the Deputy Vice-Chancellor: Strategic Services (as the Chairperson). This committee held eight meetings and the attendance was average. The functionality of the committee is very good and obtained an overall score of 4,1.

Table 23: MECO meetings and attendance

MANAGEMENT EXECUTIVE COMMITTEE: OPERATIONS								
Members	18 February 2010	9 March 2010	22 April 2010	25 May 2010	27 July 2010	14 September 2010	12 October 2010	9 November 2010
Prof E. de Kadt	✓	✓	✓	✓	✓	✓	x	✓
Dr P. Dube	✓	✓	x	x	✓	✓	x	✓
Mr R. du Plessis	✓	✓	✓	✓	✓	✓	✓	✓
Prof W. Hollander	✓	✓	✓	✓	✓	✓	✓	x
Prof G. Jacobs	✓	✓	✓	✓	x	✓	✓	✓
Prof J.H. Kriek	✓	✓	x	x	✓	✓	✓	✓
Mr H. Kruger	✓	✓	✓	✓	✓	✓	✓	✓
Prof B. Mandew	✓	✓	✓	✓	✓	✓	✓	✓
Dr C.M. Masuku	✓	✓	x	✓	✓	✓	x	✓
Dr P.Z. Njongwe (Chairperson)	✓	✓	✓	x	✓	✓	✓	✓
Dr B. Rhodes	✓	✓	✓	✓	✓	✓	✓	✓
Ms H. Sander	✓	✓	✓	✓	✓	✓	✓	✓
Mr K. Swift	✓	x	x	✓	✓	✓	x	✓
Mr J. van Schoor	✓	✓	x	✓	x	x	✓	x
Mr A. Vorster	✓	✓	✓	✓	✓	x	✓	✓

✓ = Attended
x = Absent/did not attend

Management Executive Committee: Business Information Systems Committee (MEC BISCOP)

The MEC BISCOP is responsible for operational and strategic matters related to business information systems and advises the MEC accordingly. The Committee had four ordinary meetings. Although the attendance was satisfactory, the agenda lacks substance and the Committee displayed a lack of momentum.

Table 24: MEC BISCOP meetings and attendance

MANAGEMENT EXECUTIVE COMMITTEE: BUSINESS INFORMATION SYSTEMS COMMITTEE				
Members	25 January 2010	15 April 2010	27 July 2010	14 September 2010
Prof E. de Kadt	✓	✓	✓	✓
Dr P. Dube	✓	✓	✓	✓
Mr R. du Plessis	✓	✓	✓	✓
Prof J.H. Kriek	✓	✓	x	✓
Mr H. Kruger	✓	✓	✓	✓
Dr C.M. Masuku	✓	x	✓	✓
Prof M.E. Muller	✓	✓	✓	✓
Dr P.Z. Njongwe (Chairperson)	✓	✓	✓	✓

Ms H. Sander	✓	✓	✓	✓
Dr L. Stoop	✓	NLM	NLM	NLM
Mr K. Swift	✓	✘	✓	✓
Mr J. van Schoor	✓	✘	✘	✘
Prof B. von Solms	✓	✓	✓	✘
Mr A. Vorster	✓	✓	✓	✓
Prof D. van der Merwe	NM	NM	✘	✓

✓ = Attended
✘ = Absent/did not attend
NM = Not a member
NLM = No longer a member

Management Executive Committee: People with Disabilities (MEC PWD)

This committee held four ordinary meetings and the attendance was good. The turnover of members is fairly high. The meetings focused on the strategic way forward. The functionality of this committee is high, as reflected in the performance review score of 4,3.

Table 25: MEC PWD meetings and attendance

MANAGEMENT EXECUTIVE COMMITTEE: PEOPLE WITH DISABILITIES				
Members	8 March 2010	31 May 2010	22 September 2010	15 November 2010
Ms Z. Asmal	✓	✓	NLM	NLM
Mr J. Bassill	✓	✘	NLM	NLM
Adv A. Coetzer	✓	✓	NLM	NLM
Prof E. de Kadt	✓	✘	✓	✓
Mr R. du Plessis	✓	✘	✘	✓
Dr P. Dube	✓	✘	✓	✘
Mr Z. Feliti	NM	✘	✘	✘
Prof W. Hollander	NM	NM	✘	✓
Mr T. Letlape	✘	NLM	NLM	NLM
Dr A. Louw	✓	✘	✓	✓
Mr M. Madondo	✓	✓	NLM	NLM
Prof B. Mandew	✓	✓	✓	✓
Dr J. Manyaka	✓	✘	NLM	NLM
Ms J. Mbalati	✓	✘	✘	✘
Dr P.Z. Njongwe	✓	✘	✘	✓
Mr K. Ntombela	✘	✘	NLM	NLM
Ms E. Pretorius	✓	✓	NLM	NLM
Prof G. Pretorius	✘	✘	NLM	NLM
Ms H. Sander	NM	NM	✓	✓
Ms L. Stevens	NM	✓	✓	✘
Prof A. Swart	✘	✘	✘	✓
Prof D. van der Merwe (Chairperson)	✘	✓	✓	✓
Sr E. Venter	✓	✓	NLM	NLM
Ms H. Vermaak	✘	✘	NLM	NLM
Mr P. Zingitwa	✘	✓	NLM	NLM

✓ = Attended
✘ = Absent/did not attend
NM = Not a member
NLM = No longer a member

Management Executive Committee: Risk Management Committee

This committee is responsible for the identification and monitoring of risks within the University and for compiling and continually updating the UJ Risk Register, which ultimately serves at the Council Audit and

Risk Committee. Four meetings were held and the attendance was satisfactory. This committee is highly functional and obtained a performance review score of 4,1.

Table 26: MEC Risk Management Committee

MANAGEMENT EXECUTIVE COMMITTEE: RISK MANAGEMENT COMMITTEE				
Members	15 March 2010	17 May 2010	2 August 2010	4 October 2010
Mr R. du Plessis	✓	✘	✓	✓
Dr P. Dube	✓	✘	✓	✓
Prof A. Habib	✘	✘	✘	✘
Prof J.H. Kriek (Chairperson)	✓	✓	✓	✓
Prof B. Mandew	NM	NM	NM	✓
Prof B. Marx	✓	✓	✓	✓
Prof M.E. Muller	✓	✓	✓	✓
Dr P.Z. Njongwe	✓	✘	✘	✓
Prof A. Parekh	✘	✘	✘	✘
Prof R.P. Ryan	✘	✓	✓	✓
Prof A. Swart	✓	✓	✓	✓
Mr J. van Schoor	✓	✓	✓	✓
Mr A. Vorster	✘	✘	✘	✓

✓ = Attended
 ✘ = Absent/did not attend
 NM = Not a member

Management Executive Committee: Registration Management Committee

This committee was initiated during the third quarter of the year, with the mandate of monitoring compliance with the UJ Enrolment Plan and of managing any risk related to the process of admission of applicants and registration. Only two meetings were held in November and the attendance was good.

Table 27: MEC Registration Management Committee

MANAGEMENT EXECUTIVE COMMITTEE: REGISTRATION MANAGEMENT COMMITTEE		
Members	16 November 2010	29 November 2010
Prof I.C. Burger	✓	✓
Prof E. de Kadt	✓	✓
Prof A. Dempsey	✓	✓
Prof S.J. Gravett	✓	✓
Prof A. Habib	✓	✓
Prof S. Kruger	✘	✘
Prof T. Marwala	✘	✓
Prof M.E. Muller	✓	✓
Prof P.H. O'Brien	✓	✓
Prof A. Parekh (Chairperson)	✓	✓
Prof R.P. Ryan	✓	✓
Prof M. Sauthoff	✓	✘
Prof A. Swart	✓	✘

✓ = Attended
 ✘ = Absent/did not attend

UJ STUDENT REPRESENTATIVE COUNCIL: GOVERNANCE REVIEW

UJ STUDENT REPRESENTATIVE COUNCIL

The UJ Student Representative Council was supposed to have mandatory meetings at least once every two weeks; however, meetings were held on an ad hoc basis. The replacement of UJ SRC members and the internal fighting between SASCO and the ANCYL and among the SASCO members contributed to the instability and dysfunctionality of the SRC. The purpose of the meetings was to implement the agreed-upon programme of action for the UJ SRC, to give input on the upcoming fee consultations and to be involved in the institutional governance structures. The meetings were attended by 60% of the members, as some of them had been recalled and the replacements had not yet been effected. A record of the meetings was not kept as the Secretary-General had also been suspended.

STUDENT SERVICES COUNCIL

The Charter for the Student Services Council (SSC) was approved by Council in August 2009 and this structure became operational in 2010. The SSC is an advisory structure and is a joint MEC and UJ SRC structure. The main purpose of this structure is to advise the Vice-Chancellor and the MEC on matters relating to student services at the University. The following matters were noted, discussed or considered:

- Student transport, specifically the subsidising of the intercampus bus service;
- Student safety on and off campus;
- Sports facilities on the four campuses;
- Library facilities, hours and the availability of books;
- NSFAS funding and the UJ SRC trust fund;
- Conditions in residences;
- The development of a policy for external accommodation;
- Renaming of University buildings;
- Information technology services: future planning, access and availability;
- Promotion of an academic ethos among students.

Quarterly meetings were scheduled. The last meeting of the year, scheduled for 14 October 2011, was cancelled owing to poor student attendance. The SSC comprises 33 members, of which 14 are staff members and 19 are students. Attendance of appointed members or their representatives was as follows:

Table 28: Student Services Council meetings and attendance

STUDENT SERVICES COUNCIL			
Attendees	11 March 2011	5 May 2011	5 August 2011
Employees	12	12	12
Students	12	15	9
Total	24	27	21

ALUMNI AND CONVOCATION: GOVERNANCE REVIEW

Dignitas Awards

The Alumni Office is responsible for the management of the nomination and selection processes for the Alumni Dignitas Awards. The Dignitas Committee consists of three deputy vice-chancellors, the three members of Council representing the Convocation, the Executive Director: Advancement and members of the Convocation Executive Committee.

The Dignitas Committee met once to select the awardees. The following two alumni members were selected:

- Mr Tim du Plessis;
- Mr Nicholas Hlobo.


Convocation

The constitution of the Convocation was approved at the annual general meeting of the Convocation and Ms Trix Coetzer was elected as President. One additional member of the Executive Committee was also elected. The other office bearers will be elected at the next meeting. One informal meeting was held during the third quarter, focusing on academic employees that had retired since 2005, in order to obtain their input and expectations. Although the basic governance processes related to the Convocation are almost concluded, the Convocation has not yet gained momentum.

WAY FORWARD

The way forward is reflected in the Vice-Chancellor's report, focusing on the next decade's strategic thrusts:

- **Thrust One:** Sustained excellence of academic programmes, research and community engagement;
- **Thrust Two:** A comprehensive institution recognised for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer;
- **Thrust Three:** Equivalence of all campuses, with dedicated initial focus on DFC and SWC;
- **Thrust Four:** An international profile of employees, students, scholarly output and institutional reputation;
- **Thrust Five:** A brand that identifies UJ with relevant, accessible and excellent higher education;
- **Thrust Six:** Leadership that matters, in the institution and in civil society;
- **Thrust Seven:** Supportive and engaged alumni that contribute to UJ's reputation and resource base;
- **Thrust Eight:** Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.



Roy Marcus (Prof)
Chairperson of Council



Ihron Rensburg (Prof)
Vice-Chancellor and Principal



Marie Muller (Prof)
Registrar

STATEMENT ON CORPORATE GOVERNANCE

The results of the Audit and Risk Committee of Council on the annual assessment of the MEC's corporate governance responsibilities are as follows:

• Strategy development and implementation	=	4
• Risk management strategies and practices	=	4
• Effectiveness of internal audit function	=	5
• Organisational integrity related to business ethics	=	5
• Responsible citizenship related to corporate values	=	4
• Management of the external audit process	=	5
• Compliance with national transformation imperatives	=	4
• Legal compliance and evidence of best practice	=	4
Average	=	4,5



STATEMENT ON RISK MANAGEMENT

OVERVIEW AND GOVERNANCE

The Finance Department is responsible for coordinating the risk management process at the University. Since the first risk assessment in 2007, the University has institutionalised the process and each faculty and non-academic/professional support service division is required to analyse, assess and evaluate its operational and strategic risks on a continual basis. All risk amendments are tabled at the Management Executive Committee (MEC) Risk Management Committee to ensure that no risks are re-rated without confirming that the re-rating has no other influences on the integrated risk management process.

This committee also ensures that the mitigating strategies for all the listed risks are continually revised and updated. The minutes of the MEC Risk Management Committee, as well as the updated Risk Register, serve at the Management Executive Committee for deliberation and consideration, after which the final Risk Register is considered by the Council's Audit and Risk Committee.

Risk management is also an integral part of the annual performance criteria of all executive deans and executive directors. The University's risk management process requires of each executive dean and executive director to formally consider and evaluate his/her respective identified risks, the related ratings and mitigating strategies at least twice a year, in order to ensure that the risks are still valid and up to date. The process also allows a manager to evaluate the risks in an environment when circumstances change.

POLICY FRAMEWORK

The updated institutional Risk Management Policy, strategy and methodology were developed, considered and approved by the MEC in 2007 and consist of the following:

- Risk Management Policy;
- Risk management strategy;
- Risk management objectives;
- Risk management structure and subsequent roles and responsibilities;
- Scope of authority with reference to the Management Executive Committee, Council Audit and Risk Committee, and Council;
- Framework for risk identification and risk categories;
- Definitions and description of the various risk categories;
- The risk management cycle and updating of this cycle;
- Performance management processes, i.e. identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, monitoring and reporting, etc.;
- Risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University.

INSTITUTIONAL RISKS

The following material risks were listed on the University of Johannesburg's (UJ) Risk Register for 2010 (with a rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

Academic risks

- Not meeting enrolment targets and non-compliance with the Enrolment Plan;
- Inadequate enrolments on Soweto Campus;
- Uncertainty over quality of prospective undergraduate students;
- Insufficient undergraduate student throughput rates;
- Postgraduate enrolments and throughput rates;
- Maintaining academic and teaching standards;
- Loss of high-performing academic employees.

Institutional planning and business disaster recovery

- Institutional planning and business disaster recovery;
- Lack of integrated business disaster recovery awareness.

Financial risks

- Increase in doubtful debt;
- Increased electricity cost;
- Financial sustainability.

MANAGEMENT OF ACADEMIC RISKS

The management of the material risks is reflected in the different sections of the Report.

REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)

Composition and attendance

The RMC is appointed by the Management Executive Committee and consists of the following:

- Deputy Vice-Chancellor: Finance (Chairperson);
- Deputy Vice-Chancellor: Strategic Services (Deputy Chairperson);
- Deputy Vice-Chancellor: Academic;
- Registrar;
- Executive Director: Human Resources;
- Executive Director: Information and Communication Systems;
- Executive Director: Finance Governance;
- A risk management specialist nominated by the MEC;
- Two executive deans nominated by the executive deans;
- Two additional executive directors nominated by the Management Executive Committee: Operations;
- Co-opted members from divisions/clusters/faculties, when necessary;
- Invited members: representative internal auditors and additional invitees as the Committee deems fit.

MEC RMC meeting dates

RMC meetings were held on the following dates in 2010:

- 15 March 2010;
- 17 May 2010;
- 2 August 2010;
- 4 October 2010.

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

- Adding the following risks to the Strategic Risk Register:
 - FIFA World Cup 2010: to include contractual risks, the Accommodation Project and health risks;
 - Student unrest;
 - Security of information;
 - Registration Process, to include systems and power failure and back-up power;
 - The duplication of qualifications on other campuses;
 - Enrolments on Soweto Campus;
 - The functioning of the Division: Human Resources;
 - School for Tourism and Hospitality;

- Occupational Health and Safety;
- Postgraduate students beyond honours level – enrolments and throughput;
- Faculty of Education – enrolment in general for the next two to three years;
- Non-compliance with the Occupational Health and Safety Act, specifically in respect of fume cupboards and hazardous chemicals;
- Increased electricity cost;
- Under-preparedness of first-time entering students;
- Insufficient student-housing facilities at the Soweto Campus.
- Policies and strategies:
 - Supporting and recommending to the Audit and Risk Committee of Council, for consideration, via the MEC, the Risk Management Policy, strategy and methodology for UJ;
 - Noting the Emergency Operations Plan.
- Recommending to the MEC, for consideration, the revised MEC RMC Charter;
- Discussing and noting quarterly reports of the Occupational Safety Department and the Occupational Health Practice Department;
- Agreeing to assist the Executive Leadership Group (ELG) members with addressing the following categories in their respective risk registers:
 - Risk Action Plans;
 - Control Titles;
 - Control Effectiveness;
 - Control Action Plans.
- Noting the internal auditors' review of the final audit, for further action where appropriate:
 - Controls were in place and were being strengthened.
 - Staff members were not always aware of additional risks that had been identified.
 - Risks were managed in most of the areas.
 - Reports should reflect the processes followed to arrive at a specific rating.
- Requesting that the final audit report be distributed to the ELG members in order to ensure that the findings and recommendations of the final audit report are implemented;
- Noting the serious risks posed in the following areas and these should be discussed at the quarterly MEC RMC meetings:
 - Health- and safety-related risk incidents;
 - Risks resulting from the food hygiene audits;
 - Risks relating to UJ students on practical excursions;
 - The risk "Non-Compliance with OHS Act and Regulations may result in prosecution or reputational damage" to be elevated to a Level 16 and the following is of concern:
 - The high-level risks deterring UJ from obtaining a 100% compliance rating should be listed on the Risk Register with a plan of action for closing the gap;
 - The due date for obtaining a 100% compliance rating should be added to safeguard UJ should an accident occur.
- Discussing and noting the risk registers of the following business units/areas, with appropriate action(s) to be taken where applicable:
 - Faculty of Art, Design and Architecture;
 - Faculty of Education;
 - Faculty of Law;
 - Academic Development and Support Division;
 - Student Affairs Division;
 - Occupational Health Practice Division;
 - Occupational Safety Division;
 - Operations Division.
- Discussing the progress being made with the implementation for compliance of the laboratories and the fume cupboards, ventilations systems, hazardous storage facilities and air conditioning at the Faculty of Engineering and the Built Environment and the Faculty of Health Sciences and requesting that swift action be taken in line with the audit findings;
- Discussing and noting the risks associated with the examination irregularities involving a former employee,

with appropriate action(s) to be taken, particularly regarding the following:

- Employees providing their confidential information technology systems login details to colleagues;
- Former employees being able to access the information technology system.
- Noting the risks associated with the Disaster Management Plan by agreeing it be discussed at the quarterly MEC RMC meeting and the following actions be initiated with regard to the identified institutional hazardous risks, as contained in the Plan:
 - Hazardous risks to be measured using the disaster risk equation, with the input from the relevant risk owners;
 - Hazardous risks to be communicated to the UJ community, with the request that feedback should be given on how it will have an impact on their respective environments with regard to:
 - Risk management;
 - Disaster occurrence;
 - Disaster recovery.
 - Hazardous risks to be captured on the relevant risk registers;
 - Risk owners to provide the MEC RMC with standard operating procedures (SOPs).
- Agreeing that a process should be initiated to ensure that SOPs are developed in areas where they did not exist;
- Agreeing that proposals for new infrastructure/building projects serve at the MEC RMC, for input;
- Establishing a Crisis Subcommittee, consisting of the relevant ELG members, Executive Director: Operations and the Registrar to:
 - Act in the case of a crisis occurring in the high-risk areas, which might result in the closing of facilities;
 - Make the initial call to close a facility;
 - Involve an external expert to express an opinion on the nature and extent of the eminent danger involved.
- Noting, with concern, the exposure of the employees at the Radiography Department to X-ray radiation and requesting that:
 - The possibility of introducing baseline medical examinations for new employees in certain occupational categories be investigated;
 - Individual letters be forwarded to employees in the Radiography Department (Faculty of Health Sciences) to urge them to adhere to the wearing of dosimeters.
- Conducting an MEC RMC performance review.



J.J. Njeke (Mr)

Chairperson: Council Audit and Risk Committee



J.H. Kriek (Prof)

Deputy Vice-Chancellor: Finance



SUSTAINING AND GROWING EXCELLENCE IN TEACHING AND LEARNING

OVERVIEW

The University of Johannesburg (UJ) is a comprehensive university, implying that academic programmes are offered from undergraduate diploma to doctoral qualifications. The strategic thrust related to teaching and learning reads as follows: "Sustaining and growing excellence in teaching and learning". The Institutional Scorecard for 2010, related to excellence in teaching and learning, reflects the following targets:

- Overall student success rate: target of 76%;
- Enrolment target and range: target of 48 500;
- Master's and doctoral enrolment: target of 2 455;
- Classification of Educational Subject Matter (CESM) mix Science, Engineering and Technology enrolments: target of 30%.

In addition to the above thrust and subsequent Institutional Scorecard targets, the following targets that have an impact on teaching and learning are relevant:

- Percentage of academic employees without a master's qualification (serving as the qualifying group and denominator): a target of 65% to be registered for a master's programme;
- Percentage of undergraduate degree applicants that have an M-score (National Certificate holders) of at least 20 or an APS score (National Senior Certificate holders) of 35 and above: target of 20%.

TEACHING AND LEARNING STRATEGY AND POLICIES

A summary of the most significant strategies, policies and regulations related to teaching and learning is given:

- Academic Regulations;
- Faculty Rules and Regulations;
- UJ Teaching and Learning Strategy (approved in 2009);
- Teaching and Learning Policy;
- Academic Programme Policy and Guidelines for the Development of Academic Programmes;
- Admission Policy, including related selection and placement tests;
- Recognition of Prior Learning Policy;
- Assessment Policy;
- Policy on Work-Integrated Learning;
- Policy on Learning Material;
- Certification Policy.

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The Executive Director: Academic Development and Support reports to the DVC: Academic. The

Registrar is responsible for the governance and quality of academic administration relating to the academic lifecycle of the student: from application to graduation. The following governance related to teaching and learning is reflected in this section:

- Programme qualification mix (PQM);
- Academic architecture;
- Distinctive campus programmes;
- Enrolment Plan 2010;
- Senate and Senate committees;
- Teaching and learning support governance:
- Academic Development and Support;
- Library and Information Centre.
- Senate.

Programme qualification mix

The University's official PQM for 2010 is approved by the Department of Higher Education and Training (DHET) and regulates the nature of programmes to be offered by the University, for subsidy purposes. A total of 200 qualifications reflecting the main designator (classification of a qualification, i.e. BA, BCom, BSc, etc.) are reflected in the PQM, of which 60 of these are undergraduate diplomas (excluding Advanced Certificate in Education (ACE)). When the qualifier of the qualification (specialisation area, i.e. BCom Accounting, BA Psychology, etc.) is added, the University had 676 active qualifications and 3 643 active modules in the academic structure. Five new subsidised academic programmes were approved in 2010, as reflected in the Senate report.

Academic architecture

The following nine faculties are operational:

- Faculty of Art, Design and Architecture;
- Faculty of Economic and Financial Sciences;
- Faculty of Education;
- Faculty of Engineering and the Built Environment;
- Faculty of Health Sciences;
- Faculty of Humanities;
- Faculty of Law;
- Faculty of Management;
- Faculty of Science.

Distinctive campus programmes

The academic programmes are offered across four campuses: Auckland Park Kingsway (APK) Campus, Auckland Park Bunting Road (APB) Campus, Doornfontein Campus (DFC) and the Soweto Campus (SWC). Although the official Campus Programme Profile was approved by Council in 2008, compliance with this will only fully materialise once the upgrading of the Doornfontein Campus has been completed.

During 2010, the relocation of the Faculty of Education, together with the Office of the Executive Dean, to the Soweto Campus was approved, as well as final plans for the consolidation of the Faculty of Health Sciences and the Faculty of Engineering and the Built Environment on the Doornfontein Campus. Similarly, the academic programme, ranging from diplomas to doctoral qualifications, to be offered on the Soweto Campus from 2011 was approved by Senate. The academic programmes offered at each campus currently reflect the pre-merger *status quo*, with some exceptions resulting from the programme review exercise conducted in 2007/2008. As reflected in the Vice-Chancellor's report, the upgrading of the Soweto Campus was completed in 2010, resulting in the transfer of programmes from APK to SWC in 2011 (refer to Table 32, reflecting the enrolment numbers per campus for 2010).

Enrolment Plan 2010

The UJ Enrolment Plan for 2010 made provision for the following:

- Total headcount enrolment of 48 500 (including ACEs);

- Percentage of headcounts per qualification type (excluding ACEs):
 - Undergraduate diplomas: 39%;
 - Undergraduate degrees: 49%;
 - Postgraduate below master's: 8%;
 - Master's and doctoral enrolments: 4%.
- Percentage of headcounts per aggregate CESM category:
 - Business and Management: 38%;
 - Science, Engineering and Technology: 29%;
 - Other Humanities: 33%.
- Total full-time equivalent (FTE) to headcount ratios:
 - FTE: 37 580;
 - FTE/headcount: 77%.
- Teaching input units (TIU) to headcount ratios:
 - TIU: 77 530;
 - TIU/headcount: 1,59.

The Enrolment Plan was refined per faculty and the planned enrolment figures were approved in accordance with the above institutional specifications. In addition to this, each faculty calculated the planned enrolment figures per qualification for planning and monitoring purposes.

Senate and Senate committees

As reflected in the Vice Chancellor's report, the University was governed by the Standard Institutional Statute (SIS) (that was promulgated for merged higher education institutions) and the UJ Statute was promulgated in 2010. Senate is the statutory academic structure (as contemplated in the Higher Education Act) and is reflected in Sections 23 to 33 of the UJ Statute. The following Senate committees were operational in 2010, relating to the governance of teaching and learning:

- Senate Executive Committee;
- Senate Teaching and Learning Committee;
- Senate Language Committee;
- Senate Quality Committee;
- Faculty boards.

Teaching and learning: Non-academic and professional support governance structures

The following divisions are relevant: Academic Development and Support, Library Information Centre and Academic Administration.

Academic Development and Support

The academic development and support portfolio, constituted by the large Division of Academic Development and Support (ADS) and the much smaller Division of Academic Planning and Policy Implementation (APPI), acts as the core professional support services for teaching and learning – targeting both the student and the academic employees. The leadership team of the Executive Director, Professor Elizabeth de Kadt; the Operational Director of ADS, Professor Jenny Clarence-Fincham; and the Director of the APPI Division, Ms Trish Gibbon, focused activities on the following core thrusts:

- Managing the implementation and impact of national higher education policy directives and recommendations, with regard to UJ qualifications, admissions, articulation, etc.;
- Developing and implementing the Academic Policy and establishing, implementing and monitoring the necessary procedures and processes;
- Planning and managing student enrolment and monitoring student success rates and throughput;
- Assisting with aspects of faculty coordination and committee management;
- Contributing to curriculum and programme development and enhancement;
- Specific projects, such as the South Africa-Norway Tertiary Education Development (SANTED) project, the First-Year Experience (FYE) project, Orientation and the National Benchmark Tests, the Staff Qualifications Project and the roll-out of the teaching and learning strategy and UJ Teaching Philosophy;
- Delivery of academic development and support (including both professional development and psycho-social support) to staff and students;
- Evaluating the impact of these various undertakings.

Library and Information Centre (LIC)

The Executive Director: Library and Information Centre reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement. The main LIC is located on APK, with decentralised services available on all four campuses. The focus for 2010 was on the following:

- A relevant, acknowledged and well-balanced core information collection, including the advancement of scholarly communication;
- Optimum access to information resources;
- Integrated information resources and services with academic programmes;
- Information literacy and lifelong learning skills;
- A comprehensive and diverse client service;
- Attracting, developing and retaining demographically representative human resource expertise;
- Establishing and maintaining good financial practices;
- Partnerships through collaboration and cooperation;
- Information research and development;
- Contributing to community engagement initiatives.

In aligning the LIC with the strategic thrusts of the University and the above strategic objectives, the five-year strategic plan for the development of LIC, which will take the LIC forward as a modern, leading and globally acknowledged academic library and which addresses the dilemma of modernisation and historical deficiencies, was approved by the Management Executive Committee (MEC) in early 2010.

Academic Administration

The Director: Academic Administration reports to the Registrar. Each faculty has a head of faculty administration reporting to the relevant executive dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration. The three annual external student data audits are submitted to the DHET via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination, Academic Structure, Higher Education Management Information System Coordinator, Registration Logistics, Student Enrolment Centre, Timetabling, Graduations and International Compliance Office. The following governance committees report to the Senate Executive Committee (Senex): Faculty Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex (the performance related to Academic Administration is reflected in Section Thirteen).

RISKS AND INTERVENTION STRATEGY

The following academic risks were listed on the UJ Risk Register for 2010:

- Not meeting enrolment targets and non-compliance with the Enrolment Plan;
- Inadequate enrolments on Soweto Campus;
- Uncertainty over quality of prospective undergraduate students;
- Insufficient undergraduate student throughput rates;
- Postgraduate student enrolments and throughput rates;
- Maintaining academic and teaching standards;
- Loss of high-performing academic employees.

Enrolment targets

Enrolment planning is a complex and challenging process that always takes place within parameters, goals and targets that are set both internally and externally. Second, it is subject to external processes over which the University has no control, such as a downturn in the economy or a sudden increase or decline in the number of National Senior Certificate graduates who meet university entry requirements.

There are some aspects of enrolment planning that can be "managed" and others that lie beyond immediate control. For example, the University can comply with the parameters set by the DHET for enrolments at different qualification levels by controlling the number of enrolments for each of these, but once these are combined with the parameters set for CESM categories, compliance is impossible. The reason for this is twofold: faculties and their programmes do not always sit wholly within one CESM category, so although one can plan and manage a faculty's enrolments, exactly where these will fall in terms of CESM categories is not

predictable. Second, students cannot be “forced” to enrol in particular disciplinary areas. Their choices only become manifest at the time of Registration and cannot be predicted with any exactitude.

A second challenge lies in the tension between short- and long-term goals. Enrolment planning works optimally when there is a high degree of stability in the system. Planning models and tools depend for their predictability on historical patterns and trends, but these can be disrupted by ad hoc decisions to shift enrolments suddenly from one area to another or to increase enrolments suddenly in some fields in order to “make up numbers”. Because most students stay in the system for a number of years, these short-term decisions have long-term consequences and effects that may run counter to the University’s long-term goals. For example, the decision to open up more enrolments in Management had the effect of decreasing the Science, Engineering and Technology proportional share of enrolments, although it helped the University reach its overall enrolment target.

A third challenge in 2010 was that some faculties were still reluctant to use the cohort planning tool, or were inexperienced in using it properly, with the consequence that detailed planning down to programme level was not done. This meant that there could be no detailed monitoring of these enrolments during Registration. A further risk in this respect is that the proportional split between first-entry students and returning students is not always accurately calculated, with the result of mismatches when it comes to actual registrations.

A number of interventions are in place to ensure adequate enrolment planning and compliance with the approved Enrolment Plan. In 2009, a new planning model (the “cohort” model) was developed and offered to faculties to assist them with planning their projected future enrolments. Using the variables of dropout rates and graduation rates, this model enables faculties to plan their intake on the basis of eight years of historical data that show enrolment, dropout and graduation trends for each programme offered. The model provides a powerful tool for planning enrolments down to programme level and the information that it generates forms the basis for the management and monitoring of enrolments during the Registration process. This was complemented by the development of two new cubes on the Higher Education Data Analyser (HEDA) system to assist with the monitoring and management of enrolment during the actual Registration process.

At the start of 2010, the new cubes on the HEDA system (Higher Education Data Analyser: Management Reports) were used for the first time to monitor enrolments during the Registration process, with information being updated every 20 minutes. Although there were some teething problems, this has proved to be an invaluable tool for monitoring enrolments against the planned enrolment targets, right down to programme level. Similarly, in planning for 2011, the cohort planning tool was used more extensively and skills in its application are being developed further and taken down to head-of-department level. The annual Enrolment Workshop was held in early May 2010. Deans reported on factors influencing discrepancies between actual and planned enrolments for the year and faculty targets for 2011 were discussed. Revised plans were subsequently submitted and approved by Senate at its September meeting.

Planning for Registration and Admissions was supported by two core committees in the Registrar’s domain: the Admissions Committee and the Registration Committee, both chaired by the Registrar. In addition, during August 2010, a formal Registration Management Committee, chaired by the DVC: Academic, was instated; this overseeing committee will meet very regularly during the Registration period, so as to be able to approve any necessary adjustments to the planned intake, in terms of actual enrolments. Furthermore, Management reports on applications and conditional acceptances served regularly at core committee meetings such as MEC, MEC: Academic, Senex and Senate.

Soweto Campus enrolments

Enrolment planning and actual enrolments on the Soweto Campus are managed within the above enrolment management framework. The expenditure of R4,5 million on the redevelopment of the Soweto Campus, which was completed on time in 2010, assisted with the branding of the Campus and mitigating enrolment risks. Media coverage resulted in a clear message that the Soweto Campus is now a premier UJ campus – a message which was very well received by staff and both present and future students. In addition, Senate approved detailed plans for the unique qualifications to be available on the Soweto Campus: these encompass all levels of qualifications available through UJ and range from undergraduate diplomas and degrees through to honours, master’s and doctoral qualifications. Many of these qualifications have a focus on leadership, in conjunction with the Leadership Centre that is being established on the Soweto Campus.

Uncertainty over the quality of underprepared undergraduate entrants and insufficient undergraduate throughput rates

A risk management strategy to address the under-preparedness of undergraduate students should also have a positive impact on the throughput and success rates of these students.

Most risks on the ADS Risk Register are associated with the core risk of under-preparedness of our entrants, which is likely to result in inadequate undergraduate throughput rates and, beyond that, represents a major risk to the sustainability of the UJ academic project. While under-preparedness is a complex concept with a long history, under-preparedness has persisted, and appears likely to continue to persist, and can only be addressed through concerted broad-based action addressing many aspects of the student experience. On the one hand, there is consensus that conditions in many schools are still not conducive to learning and that many entrants lack core competencies as a result, for instance in Mathematics and Physical Sciences and the ability to use the medium of instruction of English as a learning tool. As a result, the articulation gap between school and university is, in some cases, widening rather than narrowing. On the other hand, the institutional culture of the institution, as well as many pedagogies employed in lecture venues, may be experienced as foreign and as not adequately supporting the desire of many entrants to learn: from this perspective, the institution can also be seen as not yet adequately being prepared for the learning needs of those embarking on studies. Ensuring epistemological access and access to academic practices for our students requires UJ lecturers, as professionals, to be fully aware of the divergent cultures and learning approaches of our students and to accommodate them in as many ways as possible.

All of this has placed increasing demands on the University and, in particular, on ADS staff, who play a key role in assisting faculties and building awareness of this challenge in the University as a whole. Many academic employees have responded creatively by introducing additional formative assessments online which, in turn, increases pressure on the computer laboratories and the Centre for Technology-Assisted Learning (CenTAL). All of this means that ADS staff must manage their time more effectively but, once optimal efficiencies have been achieved, the case may have to be made for new staff posts.

Almost all work undertaken by ADS can be seen as mitigating not only this risk, but also mitigating the decrease of success rates:

- The First-Year Experience project seeks to manage the transition between school and university, in terms of addressing the under-preparedness of both students and staff. This project acts as an umbrella for a range of strategies;
- The introduction of National Benchmark Testing (NBT), with the goal of ensuring that teaching staff have an enhanced understanding of the actual competency levels of their students: associated research is confirming the validity of the proposed NBT benchmarks. NBT (which focuses on academic competencies) is enhanced by a research initiative which, for the past five years, has been developing broad profiles of our entrants (now including study habits, travel time and socio-economic status) and seeking to ascertain which of the various indicators can be used to predict student success;
- An approach to Orientation as compulsory and which seeks to ensure that entrants become familiar with their campus and the academic and social facilities on offer: the Orientation programme also focuses on ensuring that students are familiar with the academic programme for which they are registering;
- The further integration of ongoing academic orientating into key modules throughout the first semester: academic orientating includes topics such as academic expectations, study skills, time management, Library usage and reading and writing development;
- An enhanced tutorial programme, in which the faculty staff member responsible for the module collaborates with well-trained tutors and the Tutor Development Unit;
- The SAFENET project: an online means of early identification of students whose performance shows them to be “at risk”, with appropriate supportive interventions. This concept of “at-risk” students is complemented by the concept of “at-risk” modules, in which student performance is regularly unsatisfactory and where module redevelopment, or a rethought pedagogy, should be considered;
- Co-curricular activities: Much learning takes place outside of the classroom and students learn more effectively when they are able to feel “at home” and identify with their institution. Currently, the available co-curricular activities accommodate only a small proportion of UJ students and further thought must be given with regard to achieving broader roll-out and particularly to accommodating the needs of day students;

- Residence life: With the active assistance of the Executive Director: Student Affairs and his team, UJ residences are being positioned as sites of academic excellence and learning communities are starting to emerge;
- Attention is now also being paid to the needs of senior undergraduate students, in order to ensure enhanced graduation rates. In particular, attention is being paid to the removal of blockages at senior undergraduate levels, not least through the identification of any unnecessary pre- and co-requisites which may be hampering progress. "Risk modules", with success rates of less than 60%, have also been identified for focused interventions.

While the FYE brings together a range of focused initiatives and involves colleagues from all faculties and many divisions, all ADS centres, in their daily work, address issues associated with the risk of under-preparedness, from a variety of perspectives. For instance, the Centre for Professional Academic Staff Development (CPASD) focuses on preparing teaching staff to accommodate the learning needs of underprepared students and – in the roll-out of the Teaching Philosophy – on issues of curriculum responsiveness. The centre for Psychological and Career Development (PsyCaD) offers psycho-social support to the many students who struggle to acclimatise to their new environment. The Access wing of Academic Development has gained national renown for the pedagogies it has developed, specifically for underprepared students, which achieves excellent results, and they are now acting as a resource for faculty staff. CenTAL assists staff members who wish to support learning by means of regular formative assessments, for which Edulink provides an ideal environment, or who wish to use information and communication technology (ICT) to transform their teaching to accommodate a diversity of learning approaches.

Postgraduate enrolments and throughput rates

Postgraduate student enrolments and throughput rates are addressed through the establishment of a Postgraduate Centre, with an encompassing programme of activities. The goal of the Centre is to provide support to master's and doctoral students in respect of the following matters: research methodology, writing skills for research publication, qualitative and quantitative analyses, proposal writing, supervisor relationship management, etc. Such support is to be exercised in conjunction with the supervisory and mentoring support within faculties and with the staff development support within the CPASD. An important component of the Postgraduate Centre is the Postgraduate Funding Section (PFS), which is responsible for the administration of postgraduate funding opportunities (refer to Section Six : Research and Innovation).

In order to achieve its goal of increasing enrolment, the Postgraduate Centre ensures the proper alignment of marketing, finance and admissions activities, with reference to internal, external and international enrolment. A competitive bursary scheme with honours focus was established and rolled out in October/November 2010 and a comprehensive information brochure for postgraduate applicants and current students was produced. Work was also undertaken on international recruitment, with a focus on the Middle East and Southern African Development Communities (SADC).

Throughput management of research-based master's and doctoral students is a core component of faculty-based enrolment management and incorporates control over maximum periods of study, quality assurance and supervisor management. An efficient postgraduate strategy is dependent on students acquiring their degrees within the agreed timeframes. The Postgraduate Centre, via the PFS, administers funding programmes that promote the throughput of research-based master's and doctoral students. An example of such a programme is the tuition fees remission programme. Full-time students completing their degree in the required term, viz. two years for a master's and three years for a doctorate, may qualify for a full-fees remission upon graduation, depending on certain terms and conditions.

Improving postgraduate throughput is also addressed through a review of current training in research methods and supervision, in order to allow for comprehensive planning of interventions for 2011; in the meantime, a series of individual research-capacity-development workshops are presented, funding is disbursed to faculties for writing support and an enabling environment for research is established through the active engagement of ADS, the Library, Statkon, deans and vice-deans. A postgraduate symposium in October attracted about 100 students, with 28 presentations. Supervisor support and development is a further definite need and, in partnership with CPASD, a two-day supervisor forum was held; this forum will meet regularly.

Maintaining academic and teaching standards

The core intervention addressing this risk is the Senate-approved UJ Quality Plan, which will, over the next five years, encompass the quality review of the majority of UJ qualifications and departments. Deans have been asked to focus, in the coming year or two, on qualifications and modules where reports of external assessors may suggest some quality concerns.

Sound processes for the development and approval of new modules and qualifications are in place, with expertise available to faculty staff through the Programme Working Group in the APPI Division, prior to submitting to Senex and/or Senate.

Clearly, well-qualified and well-trained staff are crucial to excellent academic and teaching standards and the CPASD plays an important role in this regard. Of significance is the Staff Qualifications Project, which was initiated by the MEC in 2009, to ensure that all permanent academic staff have at least a master's degree by the end of 2011. The CPASD manages this programme and has been making substantial support available to staff who are currently engaged in a master's qualification. Following the success of this programme, consideration is now being given to the introduction of a comparable programme for staff engaged in a doctoral degree, with the goal of ensuring that at least half of UJ's permanent academic staff will hold a doctoral degree by 2020.

In addition, the CPASD runs a compulsory induction programme for new academic staff (the three-day Introduction to Academic Practices Workshop), as well as the compulsory evaluation of teaching by students: all teaching staff are required to have their teaching, and a module, evaluated every three years; and all newly appointed staff must have their teaching evaluated during their first year at UJ. In order to complement student evaluation of teaching, Senate recently approved an innovative policy on *peer evaluation* of teaching, which will be implemented on a pilot basis over the next three years. Staff development with regard to teaching is available to all staff on request and in the form of regularly scheduled workshops; there is presently a special focus on the roll-out of the UJ Teaching Philosophy in all faculties. An in-house Teaching Excellence @ UJ function is held annually.

UJ has also put in place several initiatives that enhance and acknowledge the dedication and expertise of staff who have focused their career on teaching. These include the Vice-Chancellor's Distinguished Awards for Teaching Excellence and the introduction of a career track via promotion to principal lecturer (at the level of associate professor).

Loss of high-performing academic employees

UJ has paid considerable attention to the appointment of high-performing academic employees, not least through an Attraction Policy, which allows attractive salary offers to be made. Similarly, attention has been paid to the retention of high-performing academic employees, through a Retention Policy which allows staff with high research outputs to take home an additional salary or to accumulate a substantial trust fund to be utilised for further research expenditure. Attention is also paid to creating an enabling and supportive research environment for staff.

PERFORMANCE: EXCELLENCE IN TEACHING AND LEARNING

INTRODUCTION

The following is addressed in this section:

- Undergraduate applications and admissions;
- Student enrolment profile;
- Student profile;
- Academic performance;
- Graduate output.

UNDERGRADUATE APPLICATIONS AND ADMISSIONS

The University has experienced a steady increase in undergraduate applications, with a total of 27 215 applications in 2009 for the 2010 intake, of which 8 119 were conditionally admitted as reflected in the table below. However, the undergraduate applications received and processed in 2010 for 2011 admissions reflect a significant increase from 27 215 to 63 400 on 30 November 2010, of which only 33% were provisionally admitted based on their Grade 11 results. By close of the University on 13 December, a total of 64 691 applications had been processed and 20 468 had been provisionally admitted.

Note: At the end of January 2011, a total of 68 829 applications (headcount of applicants) were processed for the 2011 Registration period. Many applicants submitted more than two application forms, resulting in a total of 102 128 formal application forms having been processed for the 2011 Registration period.

Table 29: Historical number of undergraduate applications and status of applications and provisionally admitted applicants as at 15 December 2010 (for 2011 admissions)

Faculty	Applications for 2008	Applications for 2009	Provisionally admitted in 2008 for 2009	Applications for 2010	Provisionally admitted in 2009 for 2010	Provisionally admitted in 2010 for 2011
FADA	1 108	1 169	270	1 120	36	551
FEFS	4 538	5 151	2 361	5 487	2 410	4 877
Education	374	675	417	1 332	511	2 046
FEBE	3 931	4 764	1 842	4 706	606	2 908
Health Sciences	1 541	1 635	590	2 287	729	1 550
Humanities	3 984	3 938	2 396	3 990	1 443	2 355
Law	1 269	1 399	541	1 748	465	773
Management	4 290	4 364	2 152	4 104	1 226	3 912
Science	1 404	2 294	1 058	2 441	693	1 496
Total	22 439	25 389	11 627	27 215	8 119	20 468

Table 30: Historical number of undergraduate applications

Year	Number of applications received previous year	Number of "walk-ins" the next year January after release of NSC results
2007	22 439	3 000
2008	25 389	5 000
2009	27 215	25 000
2010	63 400	13 000

STUDENT ENROLMENT PROFILE

The enrolment profile per faculty and per campus is reflected in the tables below. The total enrolment at year-end was 48 276, just below the enrolment target of 48 500. Undergraduate enrolment was 86,9% (just below the target of 88%) and postgraduate enrolment was 12,9% (as opposed to the target of 12%), which can be attributed to the "diluting" effect of the under-enrolment at undergraduate level. The enrolment figures per campus reflect a slight under-enrolment on the Doornfontein Campus in comparison to the previous year. Postgraduate enrolment was 6 250, which was ahead of target but behind the 2009 enrolment figure. Science, Engineering and Technology were on target (29%).

The enrolment figures for 2010 are reflected in the tables on the following pages. The total enrolment target of 48 500 was not met, based on the April 2011 student data audit report, as some faculties exceeded their enrolment target for 2010.

The Campus Programme Profile that will be approved by Council once all the approved campus upgrades have been concluded has not been fully implemented yet. The Soweto Campus upgrade was finalised towards the end of 2010. Yet, the Campus reflected an enrolment figure of 4 577 in 2010, because of the transfer of students enrolled for the Advanced Certificate in Education from APK to SWC in 2010. The strategic

thrust relating to institutional differentiation and distinctive campus programme profiles is still a “work in progress” until the Doornfontein Campus upgrade has been concluded. Although the APK enrolment figure of 26 070 reflects a slight decrease compared to 2009, the Campus was still overpopulated.

Table 31: Headcount enrolment figures per faculty, 2005-2010

Faculty	2005	2006	2007	2008	2009	2010
Art, Design and Architecture	867	832	849	954	1 093	1 113
Economic and Financial Sciences	8 574	8 357	8 130	9 102	10 799	10 875
Education	7 535	5 660	4 955	5 197	4 987	4 953
Engineering and the Built Environment	6 579	6 786	6 936	7 013	7 425	6 853
Health Sciences	3 092	3 274	3 218	3 540	3 674	3 482
Humanities	5 829	5 118	5 075	5 585	5 961	6 410
Law	1 512	1 698	1 517	1 481	1 576	1 518
Management	8 406	8 453	8 553	9 185	10 804	10 147
Science	3 110	2 703	2 506	2 399	2 997	2 925
Other/occasional	40	2	1	0	-	-
Total	45 544	42 883	41 740	44 456	49 316	48 276

Table 32: Enrolment figures per campus, 2005 to 2010

Campus	2005	2006	2007	2008	2009	2010
APB	7 314	7 297	7 722	8 120	10 157	9 997
APK	26 726	24 975	23 884	25 980	27 809	26 070
DFC	8 837	8 795	8 252	8 444	8 337	7 632
ERC	789	442	232	-	-	-
SWC	1 878	1 374	1 646	1 912	3 013	4 577
Total	45 544	42 883	41 740	44 456	49 316	48 276

The undergraduate and postgraduate percentage of enrolment has changed over the past six years, with an increase in undergraduate enrolment from 81% in 2005 to 86,9% in 2010, resulting in a decrease of the postgraduate percentage from 16% to 12,9% in 2010. The master’s and doctoral mix has also been varying. See tables below. The master’s and doctoral enrolment target of 2 455 in 2010 was met with a total of 2 478 enrolled in 2010.

Table 33: Undergraduate and postgraduate headcount percentage of enrolment figures

Enrolment type	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)	2010 (%)
Undergraduate	81,0	84,0	85,2	85,3	86,7	86,9
Postgraduate	16,0	15,0	14,5	14,5	13,1	12,9
Occasional	3,0	1,0	0,3	0,2	0,2	0,2

Table 34: Number of enrolled postgraduate students and postdoctoral fellows,

Category	2005	2006	2007	2008	2009	2010
Below master’s	5 059	4 211	3 818	4 213	4 111	3 735
Master’s	1 891	1 683	1 638	1 661	1 767	1 894
Doctoral	563	535	538	504	562	584
Postdoctoral fellows	-	41	48	47	50	62

HEMIS data as at August 2010

International enrolments

Although international enrolments were higher than the previous year, this was still not adequate, resulting in the development of an internationalisation strategy to achieve at least a target of 5 000 in the next decade.

A post for an Executive Director: Internationalisation was approved in 2010 in order to provide executive leadership for strategy implementation. The post was not filled and was re-advertised.

Table 35: International enrolments and percentage of total enrolments

2005	2006	2007	2008	2009	2010
1 451	1 577	1 613	1 870	1 955	2 213
3,18%	3,70%	3,90%	4,20%	3,90%	4,49%

CESM mix

As far as the CESH mix is concerned, the Business and Management target (maximum of 38%) was exceeded, but the target for Science, Engineering and Technology (SET) of 29% was achieved (final figure of 29,4%).

Table 36: CESH mix

Qualification group	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)	2010 (%)	DoE target (%)
Business and Management	33,00	34,10	35,30	33,30	34,80	41,47	34,00
Education	16,10	12,50	10,80	6,30	5,00	8,56	12,00
Humanities/Law	22,20	22,20	22,10	27,60	27,60	20,53	21,00
SET	28,80	31,20	31,80	32,80	32,60	29,44	33,00

Full-time equivalent

Although the FTE target of 37 580 was not met, the deviation is not significant, as reflected in the table below.

Table 37: Headcount, FTE and ratio

Year	Headcount	FTE	Ratio
2010	48 276	37 277,512	0,77
2009	49 316	38 144,074	0,77
2008	44 456	33 782,746	0,76
2007	41 740	31 079,701	0,74
2006	42 883	32 434,947	0,75

STUDENT PROFILE

UJ consciously seeks to maintain a student profile that reflects the South African diversity and, for this reason, carefully monitors trends in population group distribution in the student body. Strategies have been put in place to maintain numbers in the white population group, which has dropped steadily over the past five years. 82% of the student body is black and most of the student body (55%) is female. A total of 276 students declared a disability and 16 deceased students were recorded for the reporting year.

Table 38: Student profile: Population group distribution

Race	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)	2010 (%)
Black	64	65	66	69	73	74
Coloured	3	3	3	3	3	3
Indian	5	5	5	5	5	5
White	28	27	26	23	19	18

UJ actively supports disabled students through the Office: People with Disabilities (PWD), which is located within the Centre for Psychological Services and Career Development.

Now in its fifth year of formal operation and under the leadership of Ms Zubaida Asmal, the Office: PWD facilitates supportive success for students with disabilities in the University setting by providing advice, support and academic accommodations in partnership with the students, University departments and

Table 39: Distribution of disabled student enrolments

Disability status	2007	2008	2009	2010
Communication	2	4	2	1
Disabled, but not specified	0	7	7	6
Emotional (behavioural or psychological)	0	0	26	25
Hearing	10	8	10	12
Intellectual (learning)	39	65	76	78
Multiple	14	39	3	0
Physical (moving, standing and grasping)	27	56	63	66
Sight/vision	19	23	30	28
Total	111	202	217	276

faculties. The Office aims to address the barriers with which students may be confronted, so that effective learning and development can be provided and sustained. The Office also provides career advice and information to applicants, makes referrals and collaboratively advises and works with faculties and staff on issues pertaining to barrier-free access and disability-related issues. In addition, the Office strives to raise the awareness of staff as well as the student population regarding the needs and assistance of people with disabilities. These services are available for students with disabilities on all four UJ sites. While the Office: PWD is based on the Kingsway Campus, as this campus registers the largest population of students with disabilities, it is the Office's constant endeavour and aim to provide equitable facilities, technology and support resources on all campuses.

STUDENT ACADEMIC PERFORMANCE

It will be noted from the table below that undergraduate success rates, which had dropped in 2009, again improved substantially in 2010. This can be attributed to the risk management interventions. The postgraduate success rates per faculty per course level reflect a slight decrease in certain faculties, as opposed to the previous reporting year.

Table 40: Success rates, 2005 to 2010

Qualification type	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)	2010 (%)
Undergraduate diploma/BTech	74,60	74,20	75,90	78,30	74,40	77,65
Undergraduate degree	75,50	76,50	78,40	77,50	74,80	78,30
Average undergraduate	75,50	75,40	77,40	77,70	75,10	78,30
Postgraduate	-	75,50	68,90	67,10	70,10	72,50
Average	-	75,40	76,60	76,60	74,70	77,70

Graduate output

The University makes a significant contribution to the South African labour force by maintaining a graduation output of approximately 10 000 per annum for the past six years. Although slightly less than the previous year, the graduate output of 10 299 reflects a significant contribution by the University.

Table 41: Graduation figures – subsidised qualifications

Qualification type	2005	2006	2007	2008	2009	2010
Undergraduate: three years	6 801	7 166	6 858	7 507	7 489	7 529
Undergraduate: four years or more	459	553	507	534	520	518
Postgraduate (pre-master's)	2 296	2 024	1 736	1 796	1 920	1 832
Master's	435	384	303	400	320	369
Doctorate	88	73	75	73	61	51
Total	10 079	10 200	9 479	10 310	10 310	10 299

PERFORMANCE: PROFESSIONAL SUPPORT SERVICES

The performance of the following divisions is reflected:

* Academic Development and Support;

* Library and Information Centre.

ACADEMIC DEVELOPMENT AND SUPPORT

The First-Year Experience project

The core project led by the Executive Director during 2010, the First-Year Experience, is an ongoing initiative which seeks to create a holistic and encompassing student experience and a conducive environment for first-year students. By involving the University as a whole in FYE, the transition into higher education becomes deliberately invitational, with the goal of ameliorating the high rates of dropout typically experienced during the first year of higher education.

The project was approved by the University Senate late in 2009 and positioned as a key strategic initiative for 2010. This first phase of implementation was strongly supported by faculties and divisions and organised around seven core initiatives: placement testing of entrants by means of the National Benchmark Tests; Orientation as an introduction to "being a successful student"; Extended Orientation – the continuation of the orientating process using an embedded approach throughout the first semester; expansion and quality control of faculty tutorial programmes; the SAFENET project – the profiling of entrants and the early identification of "at-risk" students with follow-up interventions; co-curricular activities such as sport and the arts; and the University residences as sites of academic excellence, which included the introduction of some learning communities. The FYE project undoubtedly contributed to the substantial improvement in first-year success rates, from 67,8% in 2009 to 75,7% at the end of 2010. An evaluation of the year's work noted areas of considerable success, but foregrounded the need to bring about an even higher level of staff involvement and to create space within faculties for ongoing dialogue and debate among all staff members who teach first-year students.

Orientation 2010

ADS and Student Affairs were asked jointly to coordinate Orientation for 2010 entrants; Ms Susanne Taylor from PsyCaD agreed to take on the role of coordinator. Under the aegis of FYE, the intention was to focus Orientation more strongly around academic expectations, while still offering a social orientation to the campuses and their facilities. Several innovations supported this change of emphasis: for the first time, Orientation was designated as compulsory for all entrants and assessment of entrants' computer proficiency was introduced, together with initial computer training where required. The positioning of Orientation prior to Registration of first-year students posed a number of challenges: the smaller faculties were nevertheless able to run very successful Orientation programmes, with good attendance; whereas selections for several of the larger faculties were not finalised prior to Registration, making attendance more sporadic and late applicants, in particular, were not able to benefit optimally from Orientation activities. Future work will continue to focus on building an understanding of Orientation as compulsory and indeed as the start of students' academic careers, on deepening the academic content of Orientation and on optimally coordinating the various processes during the Orientation period.

National Benchmark Testing

A further innovation in 2010 was the introduction of National Benchmark Testing: applicants were informed that the respective NBTs required for their qualifications should be written, preferably prior to the Registration period. The purpose of this was to enable teaching staff to gain a better understanding of the competencies of entrants, in terms of academic literacy, quantitative literacy and mathematics. Only limited numbers of applicants wrote the tests during the second half of 2009; more substantial numbers took advantage of the on-campus booking facilities in the PsyCaD Career Centres during Orientation and, by mid-February, a total of over 4 000 entrants had written the tests. Performance was analysed by means of the benchmarks developed by the NBT Office, which confirmed the high levels of support required by many entrants. Research into possible correlations between NBT performance and subsequent academic performance at UJ (at the end of 2010) is being undertaken.

The UJ Teaching and Learning Report

2010 saw the production of the first UJ Teaching and Learning Report, as a companion volume to the annual UJ Research Report. This thirty-page report, one of the first of its kind in South African higher education, presented examples, drawn from the work of faculties and the Division of Academic Development and Support, of the wide variety of initiatives that are contributing to excellence in teaching and learning and to an optimal student experience. In this way, the Report seeks to acknowledge and build broad awareness of excellent teaching and learning as a core and valued University activity.

The Vice-Chancellor's Distinguished Awards for Teaching Excellence

These Vice-Chancellor's Awards, which were awarded for the third time in 2010, are a much-valued acknowledgement of and incentive for dedication to teaching and learning. Nominees submit a reflective teaching portfolio (itself an important developmental tool) which speaks to the several award criteria and presents associated evidence. In 2010, Distinguished Teaching Awards were made to: Professor Dawie de Villiers (Faculty of Law), Mr Arnold Wentzel (Faculty of Economic and Financial Sciences) and Mr Ruan Moolman (Faculty of Science); Certificates of Teaching Excellence were awarded to Dr Nadine Petersen (Faculty of Education) and Ms Elmarie Fourie (Faculty of Law).

The Division of Academic Planning and Policy Implementation

In the past year, this division has been able to consolidate its activities and establish a distinct presence at the University. Key areas of responsibility are academic policy, enrolment planning and management, curriculum and programme development, the Citizenship curriculum, contributions to faculty governance and management of the SANTED project.

Under Academic Policy, the central activity has been participation in workshops on timeframes and processes to achieve the alignment of existing academic programmes with the new Higher Education Qualifications Framework (HEQF), as well as assistance in developing and writing the guidelines for standard-setting for the HEQF. Within the University, the Academic Programme Policy Document has been revised and a set of definitions of terms commonly used in formal reporting has been produced.

During the Registration process, the HEDA system was used for the first time to monitor enrolments, with information updated every 20 minutes. Although there were some teething problems, this has proved to be an invaluable tool for monitoring enrolments against the planned enrolment targets, right down to programme level. The cohort planning tool was used more extensively in the planning for 2011, although skills in its application need to be developed further and taken down to head-of-department level.

The DHET engaged in discussions with the University in August on its draft 2011-2013 Enrolment Plan. It was a fruitful and positive discussion, which led to the finalisation of the Plan.

In the area of curriculum and programme development, there have been many individual consultations with members of faculties, as well as group presentations. The Programme Working Group (PWG) has reviewed all applications for new programmes before their submission to Senex. Owing to the large number of applications for new programmes in 2010, most of the programmes on the PWG agenda were referred to the Executive of the PWG. Although this resulted in a more thorough scrutinising of programmes, the limited input from faculty representatives is a matter of concern. Five applications for new subsidised programmes have been reviewed, as well as one for a non-subsidised whole programme and 39 non-subsidised short learning programmes. In addition, a sample of learning guides from the Faculties of Management and Engineering and the Built Environment have been checked and advice given on possible improvement.

The incorporation of a Citizenship component into UJ's programmes has been driven by APPI and faculties have developed detailed plans for implementation and assessment of the curriculum in 2011.

In relation to faculty governance, significant advances were made in understanding and developing notions of internal and external differentiation, by drawing on the findings of the SANTED project. These have been used to develop a set of differentiated targets for faculties. A specific academic profile was developed for the Soweto Campus and many of the planned moves will take place in 2011.

2010 saw the close of the SANTED project and many years of hard work culminated in some exciting and innovative approaches to issues of differentiation, curriculum analysis and articulation for the University of

Johannesburg, as well as the higher education community in general. This work has far-reaching consequences for higher education and the findings and recommendations were shared with the broader higher education community at a conference in November 2010. The workshop included delegates from the Norwegian donors, higher education institutions, policy makers, researchers and professional bodies. Important lessons from the project will be taken forward in the two participating institutions (Nelson Mandela Metropolitan University and UJ) and within the policy environment.

The Division also contributed to the development of one of the key strategic thrusts of the University for the next decade, related to improving the quality and academic standing of programmes. Strategies suggested for achieving this outcome include pulling together the variety of activities already underway in this area into a coordinated and coherent whole.

The Division of Academic Development and Support

In this third year of its existence, the Division (with approximately 120 permanent and long-term contract staff) has established itself as a vibrant and coherent structure, consisting of four centres: the Centre for Technology-Assisted Learning, the Academic Development Centre, the CPASD and PsyCaD. Under the leadership of the Operational Director, Professor Jenny Clarence-Fincham, considerable progress was made in the roll-out of ADS's three-year strategic plan. The identity of ADS as a coherent division was promoted in a number of ways: through the strengthened ADS Executive Committee, now including representation from staff from the centres, and enhanced accommodation of the diversity within ADS; twice-yearly staff meetings of all staff; a centralised committee structure (ADS committees for Quality, Research and Ethics, Marketing, and Collaboration and Professional Development); common modes of operating; and the continued implementation of the UJ Cultural Integration Project. Special attention was focused during 2010 on collaborative approaches, both among the several ADS centres and also in partnerships with all faculties. Staff development was confirmed as a preferred approach to achieving student development. Leaders and staff further endorsed the need for a strong focus on quality considerations (two centres are currently preparing a self-evaluation report for peer evaluation) and for developmental research to underpin their work. Performance management was implemented in all centres, with a strong developmental focus on the improvement of performance.

The Centre for Technology-Assisted learning

Under the leadership of Dr Marlena Kruger, CenTAL's vision is to promote the integration and innovative use of educational technologies in teaching, learning and assessment practices in order to optimise and accelerate learning, in conjunction with continual research and development. CenTAL offers leadership in responding to the world of the information and communication revolution, where ICT can drive the advancement of learning and is now considered essential to a quality student experience.

In the context of UJ's commitment to teaching and learning within an environment of rapidly proliferating technological advances, CenTAL's core business adds value in the following ways:

- CenTAL offers essential professional development and support to the teaching staff who are increasingly using ICT to administer their modules, communicate with students and to transform their pedagogy.
- CenTAL assists and supports lecturers in the (re)design of modules (including learning guides), while also designing and developing online resources for lecturers and students.
- CenTAL guides students in the appropriate application of digital literacies in a variety of learning contexts.
- CenTAL's system and client-support staff (help-desks) assist lecturers and students in a variety of ways to ensure activation of and access to modules.
- CenTAL's technical staff ensure 24/7 availability of the learning management system, Edulink, without which all the above could not happen.

UJ and, more specifically, CenTAL, is recognised nationally and internationally as one of the biggest and most innovative institutional contexts in which the Blackboard learning management system (Edulink) is used to develop blended learning solutions. During the course of 2010, Edulinknextgen, the newest version of Blackboard, was piloted for a period of six months, within six faculties and with 30 lecturers and introduced, via workshops, a process managed by the technological- and system-support team to the students.

Student development and support revolved around computer literacy and Edulink skills, student access and the design and development of resources for student use. During 2010, over 43 000 students used Edulink, of whom 500 received individual support and over 500 attended customised Edulinknextgen training. During the first-year Orientation sessions, approximately 6 500 students underwent the newly introduced Computer Proficiency Test, 4 075 attended the follow-up Computer Skills Training programme and 4 800 participated in Edulink training.

Professional development of lecturers was supplied by the instructional designers through face-to-face support in module design, the facilitation of professional development workshops and assistance in the use of Edulink. Over 1 100 instructors were assisted by CenTAL staff to manage the 1 442 Edulink modules throughout the year. A multitude of theme-based workshops were presented to develop technology-assisted learning further.

Additional services provided by CenTAL ranged from video and teleconferencing to the development of learning material with audio, video and animations for the web.

There has been very substantial growth in student module registrations on Edulink, from approximately 142 257 in 2007 to 291 994 in 2010, while the number of academic staff (including tutors and teaching assistants) linkages with individual Edulink modules has increased from a mere 503 in 2007 to 4 478 in 2010. This growth is indicative of both the students' expectations of the facilities available at a modern university, as well as the rapidly growing awareness of the academic staff of the convenience and innovations which are now possible through ICT.

In the 21st century, any university is required to ensure digital inclusion, i.e. creating an enabling environment for all UJ students while educating them in digital and information literacies, so that they become increasingly familiar with the conventions of their future professional domains and, in this regard, CenTAL is clearly playing a pivotal role.

The Academic Development Centre (ADC)

In keeping with its vision, ADC (under the leadership of Dr Pauline Machika) seeks to develop into a nationally recognised centre that is integral to the teaching activities of the University of Johannesburg and has a demonstrable impact on the access and success of all students. The core business of ADC includes delivery (in partnership with the faculties in which these students are registered) of a considerable number of extended curricula (catering for students from disadvantaged contexts who are underprepared for mainstream study), the promotion of academic literacy and learning development for all students, and the management of the expanding UJ tutor system.

During 2010, a strategic planning update saw the Centre reviewing its previous focus on student development and concluding that, in terms of the available resources, student development could better be served through shifting the focus towards staff development. Even where students remained the core focus of work (for instance, in the delivery of the extended curricula), this should be complemented by an increased focus on collaboration with faculty teaching staff, in order to advise them with regard to student-oriented teaching methodologies that are based on a deepened understanding of students' backgrounds and needs.

Following this re-conceptualisation, strategic thrusts were implemented as follows:

- In partnership with faculties, integrated and collaborative teaching and learning approaches were further promoted across the University. This resulted in the increased integration of academic literacy and learning development into mainstream core curricula. Student academic literacy was further supported through the Writing Centres available on APK and APB.
- Increased focus was placed on extending the competence of faculty staff in pedagogies suited to academic development, such as small-group instruction, multiple assessment opportunities, individualised feedback and well-designed tutor and mentorship programmes.
- ADC continued facilitating the roll-out of the Department of Education-approved extended diplomas for students registered in the Faculties of Management, Humanities and Engineering and the Built Environment and supported the Faculties of Science, Financial and Economic Sciences and Humanities in the roll-out of extended degrees.

- The Director of ADC conceptualised and led a Large Classes Project, which focused on identifying ways in which effective teaching can take place in large classes of 500 students and more.
- Closer collaboration with the other centres in ADS occurred, for instance, through the expansion of approaches to tutoring to include technology-assisted learning.
- ADC staff participated a lot in the roll-out of the First-Year Experience as a major intervention intended to enhance the learning experience of new entrants to the University of Johannesburg.
- Tutor training and tutor supervision were expanded, in line with the promotion of tutorials through the UJ teaching and learning strategy and in terms of the UJ Policy on Tutoring and Tutorials.
- Professional development of ADC staff was driven through a focus on academic development-related research: staff received training in research methodologies and academic writing and several staff completed higher degrees.
- Reporting structures and quality-assurance mechanisms were further aligned and the Centre began to prepare for a quality review (scheduled for 2011) and the development of a self-evaluation portfolio.

The Centre for Professional Academic Staff Development

Under the leadership of its Director, Dr Riette de Lange, CPASD made considerable progress in establishing itself as an active and visible site of holistic professional development, by providing high-quality learning opportunities, guidance and support for all academic staff. Working within an integrated professional development framework, which encompasses both teaching and research development, the core focus of CPASD work remains on teaching and learning.

During 2010, the strategic goals were implemented as follows:

- Two three-day induction programmes into Academic Practice were delivered to new academic staff in February and July 2010, followed by an ongoing workshop programme specifically for these staff members.
- Ongoing professional development of academic staff took place through informal consultations with staff around issues arising from daily academic practice. In addition, CPASD co-hosted a series of four workshops on all campuses on *Developing Teaching Portfolios and Developing Writing-Intensive Tasks*.
- An induction workshop for new heads of departments was offered in February 2010 and one follow-up workshop took place during the second semester.
- CPASD played a leadership role in the roll-out of the new UJ Teaching Philosophy, by means of discipline-specific workshops presented to identified departments. A workshop held in June showcased the progress of implementation in the Departments of Philosophy and Accounting.
- The following approved policies were implemented in 2010:
 - Professional Academic Staff Development Framework;
 - Teaching and Module Evaluation;
 - Guidelines for Teaching Evaluation for Promotion Purposes.
- A Peer Evaluation of Teaching Framework was developed and approved at the October 2010 Senate meeting.
- The UJ Staff Qualifications Project (SQP) was established during 2009, with the goal of supporting all permanent academic staff who had not yet obtained a master's degree to complete this qualification by the end of 2011. During 2010, support offered included a total of 32 developmental workshops that unpacked various aspects of the research process and were well received by participating staff. By the end of 2010, there were 118 SQP participants and 13 participants had completed their master's degree. When staff who had not opted to become an SQP participant are included, a total of 24 members of staff out of the target group of 130 had completed either a master's degree or a preliminary qualification by the end of 2010.
- The need to enhance postgraduate supervision led to collaboration with the UJ Postgraduate Centre and the launch of a Postgraduate Supervision Forum in March, with a follow-up Forum workshop in October.
- Evaluation of teaching by students remained a priority. CPASD conducted a total of 405 evaluations of teaching, 133 evaluations of modules and 11 postgraduate supervision evaluations by students and developed a fully online request system for teaching and module evaluations for implementation in 2011.
- CPASD hosted its second Teaching Excellence Conference in October 2010. The conference was opened by the Vice-Chancellor, Prof I. Rensburg, and was attended by 150 delegates.

Professional academic staff development needs in the University have increased over the year. Within its limited staff capacity, the Centre has responded well to the institutional challenges and set itself up for future growth.

The Centre for Psychological Services and Career Development

Under the leadership of its Director, Professor Gertie Pretorius, PsyCaD consolidated itself during 2010 as a well-conceptualised and coherent centre. PsyCaD has a vision of contributing to the academic success of all UJ students by enhancing the psycho-social well-being of students and staff and living our motto of being “there for you when it matters most”. The Centre strives towards excellence in the provision of these psycho-social services to UJ faculties, students and staff, as well as, on a selective basis, to members of the public. At the same time, PsyCaD is a Health Professions Council of South Africa-accredited internship training organisation for the professional training of intern counselling psychologists, intern educational psychologists and intern psychometrists.

Following the implementation of the new PsyCaD structure in 2009, one main focus was on consolidation of administrative structures within PsyCaD during 2010, which was achieved well. During the year, relationships with faculties, support structures, student organisations and residences were strengthened. Psycho-social services to PsyCaD’s partners in and outside UJ were also improved, expanded and deepened. Progress can be reported as follows:

- Quality academic and psycho-social support services were provided to a wide range of stakeholders, in order to enhance academic success and developmental progress.
- Apart from the ongoing provision of high-quality career services to relevant stakeholders, PsyCaD also provided a well-conceptualised Graduate Recruitment Programme by means of the Careers Portal, the Thusanani project at SWC and Career Fairs on three of the four campuses. In doing so, potential employers, UJ graduates and diplomates were brought together.
- PsyCaD actively participated in and contributed to the UJ First-Year Experience and first-year Orientation programmes.
- Therapeutic Services to UJ students and staff were expanded on all four campuses and the 24-Hour Crisis Line became well-known and was increasingly used by students and staff of UJ. These services are available free of charge to students and staff.
- The Office: People with Disabilities ensured high-quality services and optimal functioning of PWD functions at UJ.
- The Office for Work-Integrated Learning (WIL) continued to offer assistance to faculties and participated in a developmental process around the best practice management of WIL, which resulted in approval for the establishment of a WIL Forum that reports to the Senate Teaching and Learning Committee.
- The quality of teaching and learning experiences of the intern psychologists, intern psychometrists, intern social workers and WIL students was ensured.
- The research culture of PsyCaD was further developed and a number of accredited journal articles, chapters in textbooks and international and national conference papers of high quality were published. The Director of PsyCaD, Prof G. Pretorius, received a National Research Foundation rating as an established researcher.
- The performance management process at PsyCaD was used in a developmental way and attempted to maximise the motivation and effectiveness of staff, within a culture of transformation.
- Quality and professionalism, as well as excellence in service delivery, on all four campuses remained a focus and PsyCaD continued to prepare for the 2011 Quality Audit.
- Through effective marketing and the efficient use of peer buddies, PsyCaD and its services became entrenched in the fabric of UJ and well known among relevant stakeholders.
- PsyCaD always strives to contribute to the optimisation of the ADS Division by providing leadership and forming partnerships with sister centres in ADS. During 2010, these relationships were deepened and expanded.
- During 2010, PsyCaD built on its multicultural community and contributed to transformation at UJ through active participation in the Cultural Diversity Project and by ensuring high-quality equity appointments.
- PsyCaD contributed to UJ community engagement by actively engaging in a number of projects.
- PsyCaD generated an income of approximately R1 700 000 during the year.

In conclusion, PsyCaD as a centre has made considerable progress during 2010. It is now a well-consolidated whole that contributes to the academic success of students and staff by providing essential psycho-social

and career services to relevant stakeholders. PsyCaD will continue to broaden and deepen its work within the vibrant and dynamic organisation of UJ, by remaining cognisant of the continual and emerging needs of its partners and clients and by pro-actively responding to institutional opportunities and challenges.

Office: People with Disabilities

The Office: People with Disabilities of the University of Johannesburg is presently located within the Academic Services Unit of PsyCaD, with a second reporting line through to the MEC PWD. Now in its fifth year of formal operation and under the leadership of Ms Zubaida Asmal, the Office: PWD facilitates supportive success for students with disabilities in the University setting by providing advice, support and academic accommodations in partnership with the students, University departments and faculties. The Office aims to address the barriers with which students may be confronted, so that effective learning and development can be provided and sustained. The Office also provides career advice and information to applicants, makes referrals and collaboratively advises and works with faculty and staff on issues pertaining to barrier-free access and disability-related issues. In addition, the Office strives to raise the awareness of staff as well as the student population regarding the needs and assistance of people with disabilities. These services are available for students with disabilities on all four UJ sites. While the Office: PWD is based on the Auckland Park Kingsway Campus, as this campus registers the largest population of students with disabilities, it is the Office's constant endeavour and aim to provide equitable facilities, technology and support resources on all campuses.

During 2010, the focus was on providing an integrated and seamless service to the approximately 209 students who had declared a disability.

Support was provided for students with mobility/functional, chronic health, mental health, hearing, visual, communication and learning impairments.

The level of general support was maintained and included computer laboratory facilities; examination-writing facilities; training in the use of assistive technology; sourcing e-books from libraries; screening student requests for concessions and submitting concession applications to faculties; supporting bursary applications to the Department of Labour; mobility training; psycho-educational assessments; and psychotherapy for disabled students.

The following special projects were initiated and completed, in collaboration with various other UJ stakeholders:

- A specially designed, built and equipped research area for disabled students within the APK library;
- Installation of an auditory loop system to amplify and improve sound for the hard of hearing in the Sanlam Auditorium (APK);
- Architectural upgrading the APK Office: PWD's computer laboratory;
- Disability access input for the newly erected residences on the Kingsway and Soweto Campus sites;
- Awareness-raising activities conducted included the annual WOW race and participation in the UJ Cultural Diversity Week;
- UJ was represented on the respective Foundation of Tertiary Institutions of the Northern Metropolis (FOTIM) committee and contributed to a FOTIM research project that focused on disability units across tertiary institutions, with the aim of benchmarking service delivery to disabled students. Links with other external organisations were maintained.

As can be clearly seen from the services indicated above, the Office: PWD aims to provide a comprehensive, inclusive service to all students, regardless of the type of disability that requires accommodation. Drawing on a social model understanding of disability, the Office advocates barrier-free access for not just physical but also for learning and psychological impairments.

The Office: Work-Integrated Learning

The Office: Work-Integrated Learning (under the leadership of Ms Susanne Taylor) is also located within the Academic Services Unit of PsyCaD. The strategy of the WIL Office for 2010 centred on continued support for faculty WIL activities at UJ and on ongoing interaction with companies and skills development agencies, in order to identify WIL opportunities for UJ students. Approval of students in specific placements remains the responsibility of faculties.

Discussions took place at UJ on how to enhance the management of WIL, especially given the responsibility placed on the University to ensure placement of students. These discussions resulted in a WIL Forum being

established at the end of 2010, which will report student placement statistics to the Senate Teaching and Learning Committee.

WIL support and guidance is provided to all faculties via the departmental WIL coordinators. Faculty WIL committees (as best established in the Faculty of Management) are seen as a quality and information-sharing mechanism and are the responsibility of the faculties.

Contact with companies, with the aim of WIL student placements, is ongoing. Placement statistics remain difficult to obtain: the WIL Office initiates the contact and establishes the relationship, but is not directly involved with the actual placement of the student and contacts made sometimes only realise months down the line. The WIL Office continues to provide specialist support for WIL placements when requested. The re-organisation of the Sector Education and Training Authorities (SETAs) and the delay in the publication of the National Skills Development Strategy III led to less effective interaction with SETAs in 2010; this will become a focus in 2011.

Main challenges faced at UJ include the efficient management of WIL placement statistics, ensuring effective interaction with the SETAs and managing placements for international students. These will all be taken up during 2011 by the WIL Forum.

Risks and mitigating strategies within the ADS portfolio

Most risks on the ADS Risk Register are associated with the core risk of under-preparedness of our entrants, which is a major risk to the sustainability of the UJ academic project. While under-preparedness is a complex concept with a long history, under-preparedness has persisted, and appears likely to continue to persist, and can only be addressed through concerted broad-based action addressing many aspects of the student experience. On the one hand, there is consensus that conditions in many schools are still not conducive to learning and that many entrants as a result lack core competencies, for instance in Mathematics and Physical Sciences and the ability to use the medium of instruction of English as a learning tool. As a result, the articulation gap between school and university is, in some cases, widening rather than narrowing. On the other hand, the institutional culture of the institution, as well as many pedagogies employed in lecture venues, may be experienced as foreign and as not adequately supporting the desire of many entrants to learn: from this perspective, the institution can also be seen as not yet adequately being prepared for the learning needs of those embarking on studies. Ensuring epistemological access, and access to academic practices for our students, requires UJ lecturers, as professionals, to be fully aware of the divergent cultures and learning approaches of our students and to accommodate them in as many ways as possible.

All of this has placed increasing demands on ADS, who play a key role in assisting faculties and building awareness of this challenge in the University as a whole. This, in turn, generates further perceived risks. Many faculty staff still regard ADS as a “solution” and expect ADS to deal with these “problems” (seen as student problems only), so that teaching can continue as usual. Risks with regard to teaching venues and timetable slots persist: addressing under-preparedness certainly requires a third weekly class, preferably supported by tutorials, but it is proving challenging to find the necessary timetable slots and teaching venues. Many staff have responded creatively by introducing additional formative assessments online which, in turn, increase pressure on the computer laboratories and CenTAL. All of this means that ADS staff must manage their time more effectively but, once optimal efficiencies have been achieved, the case may have to be made for new staff posts.

Almost all work undertaken by ADS can be seen as mitigating these risks. Strategies were refined to address risks:

- A change in marketing perspective to a “we work in partnership with you” approach;
- An increased focus on familiarisation of teaching staff with student-oriented approaches, rather than simply on delivery of modules by means of these approaches;
- A conscious search for ways to promote staff wellness, led by PsyCaD staff;
- More selective involvement, for instance, through prioritisation of first-year risk modules;
- Continued lobbying for the implementation of developed proposals around career pathing for extra-faculty environments.

Conclusion

The Academic Development and Support portfolio has made considerable progress during 2010: it has now been constituted as a broad portfolio and is making substantial contributions to addressing the core risk

to academic sustainability and to achieving institutional goals – both at the level of policy development and policy implementation and in promoting quality classroom practice and essential psycho-social support. At the same time, continued progress will remain, at least in part, a function of a conducive institutional environment which, in turn, offers adequate support to staff. Work of the portfolio must therefore proceed in the constant awareness of current and emerging risks, while responding to institutional challenges and seizing opportunities for future growth.



Elizabeth de Kadt (Prof)

Executive Director: Academic Development and Support



Angina Parekh (Prof)

Deputy Vice-Chancellor: Academic

LIBRARY AND INFORMATION CENTRE

At the UJ Library and Information Centre, 2010 will be remembered for the many challenges, opportunities and achievements it presented. The advancement of scholarly communication and open access culminated in the passing of the Open Access Mandate at Senate, as well as in a very successful Open Access Week. The use of the institutional repository (IR), UJDigispace, more than doubled. UJDigispace is ranked third in South Africa, just below the UP-eTD Repository and the Council for Scientific and Industrial Research Repository, followed by the University of Pretoria's Institutional Repository and the Rhodes E-Research Repository. The completion of the Soweto Campus Library, equipped with modern technology and an information commons as part of the development of the Soweto Campus, the commitment of the staff to the move of the Library and the change to the Dewey Decimal Classification System were some of the highlights of 2010.

A major challenge was the first phase of the Dewey implementation at APK, i.e. the horizontal move of books according to the Dewey number on levels. The next phase (completion of the move) will be the vertical move of books across levels and will be completed in 2011. The fact that the LIC was kept open during the move is a major achievement and minimised many inconveniences due to the reclassification. Another highlight was the inclusion of the UJ LIC in the Carnegie Research Library Academy. Two staff members attended the Academy in April (Pavlinka Kovatcheva and Santha Raju Geduld) and two in October (Ester de Broize and Ivy Segoe).

Good progress was also made with exploring information technology to assist in standardising and equalising infrastructure and services on all campus libraries by using state-of-the-art technology in accordance with the LIC five-year strategic plan.

Collection Management performance

This division comprises three departments: Acquisitions, Cataloguing and Physical Processing (ACP); Bindery and Archives; and Institutional Repository (UJDigispace) and Special Collections (AIRS).

AIRS experienced success in many areas of performance, resulting in growth and stabilisation of some of the functions and activities. The most attributing factor is the filling of vacant positions. Although AIRS had a resignation of the key position of the Manager: AIRS in October, progress with the recruitment process was at an advanced stage by the end of the year. Interviews were scheduled for the end of January 2011.

Establishing good working relationships with the Research Office for the IR Librarian resulted in more accredited research submissions to the LIC, although mainly in hard-copy format. Copyright still needs to be verified; hence, digitisation will take place in 2011.

The establishment of the UJ Museum marked the highlight of the Archives department. The Museum was established with materials from the three precursor institutions (Technikon Witwatersrand, Rand Afrikaans University and Vista) and UJ. The launch of the UJ Archives on 29 October 2010 was a great success, with attendance by internal dignitaries, faculty members, Library staff and the UJ community at large, as well as external people who were invited from in and around Gauteng.

The Copyright function was moved to the Collection Management division, with the retirement of the Director: Shared and Support Services in December 2010. The management of copyright improved substantially, with

LIC staff assisting with copyright on each campus. The number of copies made under the DALRO blanket licence increased by 44% from 46 242 in 2009 to 66 439 in 2010.

At ACP, statistics increased in most cases and deadlines were met, despite additional tasks resulting from the Dewey Decimal project and moving collections. The Dewey Decimal Classification project still takes precedence. Database clean-up and maintenance and the relocation of the East Rand collection will be the priorities for 2011.

97% of the information budget for books was spent. This is 3% more than in 2009. Most of the departments had depleted their budgets completely by the cut-off date for orders. Order cards that were not processed were returned to the departments for re-evaluation and re-ordering in 2011. By departmental requests, the Library now holds these cards for processing in 2011, once the budget becomes available. The average price of books ordered dropped to R560 owing to the following:

- Marginal fluctuation of exchange rates in the year;
- The Acquisitions staff's improved level of efficiency in terms of working with list price and closely monitoring the exchange rate and making necessary adjustments on the system.

Out of the top 10 suppliers used in the year, five were from overseas and five were local suppliers. Expenditure with these suppliers was 66% (overseas) compared to 34% (local). This was close to the required commitment of 60:40 which is anticipated to be improved in 2011 with service level agreements in place.

Bindery income increased by 7% in 2010, despite the fact that the number of items bound dropped because of vacant positions being filled late in the year and the backlog that existed in some areas. Priority was however given to binding UJ and LIC information materials. A feasibility study conducted at the Bindery reflects three alternatives, of which the second recommendation to replace existing machinery and not to outsource bindery will be implemented in 2011 – budget allowing. This study forms part of the Library structure review and a response from the MEC is expected in the first quarter of 2011.

The compilation of standards in all departments led to remarkable contributions to quality-related issues. Policies and procedures were compiled for all departments. Although 85% adherence to policies and procedures has been attained in 2010, a mechanism to shift to 95 to 100% will be established in 2011.

Library systems

In retrospect, 2010 will not only be remembered for the unique challenges it presented, but also for the way in which these challenges were successfully addressed. All supporting performance areas within LIC Information Technology (IT) were met with their own difficulties, but also with exciting opportunities. With reference to the integrated library management system (ILMS – Millennium-Innopac), it is noteworthy that very little downtime (less than two hours) was experienced during the whole of 2010. The UJ LIC was one of only a handful of institutions worldwide that were invited to participate in the beta testing of "Release 2009". As far as could be determined, the UJ LIC was the only institution to be invited from SA.

Implementation of new products/modules went well and the following were signed off: AirPAC (UJLink on the move); Research Pro (multi-search tool to find information from various resources with one search); inventory control (using portable barcode readers to perform inventory of items and to gather user statistics); Millennium Scheduler (to automate the sending of circulation sms notices for outstanding fines); E-Ordering (electronic ordering of Items); and Millennium Interlibrary Loan (ILL) (migration from character-based staff module, allowing each library to process its own item requests). Good progress has been made with Phase I (IsiZulu) of the Multi-Language Search Interface project of UJLink. The target date to sign off this first phase is July 2011. The next phase is the translation of the Search Interface in Afrikaans and in Sesotho sa Leboa.

All necessary preparations to accommodate the classification switch from an internally developed classification system, Zastrau, to Dewey on the ILMS have been completed and this migration will commence on 5 January 2011. Regarding non-ILMS systems, it was particularly challenging to replace all existing servers simultaneously in one year. Services affected were: Juta and LexisNexis; Butterworths; examination papers; UJDigispace (IR) and the PDF conversion facility.

Student desktop support within the UJ LIC at APB, the Faculty of Art, Design and Architecture, DFC and SWC slumped into a serious crisis towards the end of 2009. Staff constraints prohibited the Information and

Communication Systems department from continuing its support of these workstations. Although LIC IT has only one technician, it took responsibility for this function during March 2010. All student workstations were immediately reconfigured, secured and are fully operational. In order to alleviate the added workload brought about by this desktop support, LIC IT investigated alternative technology solutions. Thorough research showed that "Embedded Thin Clients" are a most viable alternative to traditional desktops. Final tests will be conducted during the first quarter of 2011, after which all role players will be invited to form part of an educated decision on this matter.

LIC risk management performance

Two high-risk issues with a count of 25 (inadequate network support and inadequate desktop support) were carried forward from 2009. These and other risks were addressed and, at subsequent meetings with the Manager: Financial Risk and Assurance, the risks were brought down to 20. The Library administration processes were audited by Deloitte in mid-2010. The Risk Register was updated and many of the issues were addressed in 2010.

LIC quality performance

The focus of the LIC Quality Task Team was very much on developing and implementing the improvement plan, following the Higher Education Quality Committee Institutional Audit in 2009. The Task Team was also responsible for the development of standards for all departments and functions in the LIC. This will be monitored carefully in the departments to ensure overall effectiveness and efficiency.

Most of the existing policies and procedures were reviewed and revised in 2010. The ACP department scored 85% for adherence to policies and procedures in 2010. In 2011, a mechanism will be established to increase this to 95%.

A LibQual+ client satisfaction survey was done in October. The results indicated an overall decline in the client satisfaction levels in comparison to the 2008 survey. However, the decline is, to a large extent, the result of an increase in the level of services expected by clients. The actual service level scores were higher than in 2008 (6,45 compared to 6,23 out of a possible core of 9), but the minimum level of service that will be tolerated and the desired level of services have increased. This could indicate that the Library's client profile is changing.

LIC stakeholder engagement performance

The Client Services section of the UJ LIC includes the services offered at all the campus libraries, a special focus on information skills, development and maintenance of web-based services and, for the first time in 2010, responsibility for the Library research programme.

The libraries were once again very busy during 2010, with a total of 3 026 911 entries recorded. This is 111 894 (3,8%) more than in 2009. The growth exacerbated the problem of overcrowding in the libraries. Despite the increase in visits to the libraries, the use of the circulation, interlibrary loans and intercampus loans decreased. In order to balance the decline in the use of print-based services, there was a healthy increase of 275% in the number of searches performed by clients on the electronic databases – an indication that clients are becoming more self-sufficient. The increase in client searches attests to the success of the information skills programme, which is aimed at training students to fully understand and utilise all the sources and facilities offered to them by the Library. Furthermore, it indicates that the UJ LIC is making good progress in the objective of providing equitable access to electronic information sources to all campuses and faculties. The number of recorded searches for 2010 was 4 885 356. The number of full-text downloads for the period of January to September 2010 was 472 880.

The Client Services section did well with regard to the implementation and use of contemporary technology; sms notifications were implemented during 2010 and used to inform clients of the status of missing books, as well as money owed to the Library. With regard to the Millennium Integrated Library System, a) courtesy notices were, for the first time, sent to clients, informing them that their books would be due in a few days' time and b) system changes were done in order for ILL clients to receive an automatic reply after they have requested ILL items.

In order to enhance the focus on technology utilisation and innovation, the Director: Client Services led a committee in organising a conference on the impact of technology on libraries and the role of librarians,

titled *The Future is Now*. The conference took place in May 2010 and focused on two related themes: the changing world of publishing and scholarly communication and the emergence of mobile computing/technology as a tool in publishing, teaching and learning. Both these trends have an impact on the role and nature of the academic library and need to be understood and managed by academic librarians, as well as the publishing world.

The renovation and extension of the SWC Campus Library was completed during the year and a learning commons was established in the Campus Library. The Client Services section continued with its successful One-Book-One-Library project in 2010, encouraging the UJ community of students and staff to read the "same book at the same time". The title selected for 2010 was *Black Diamond* by Zakes Mda. The highlight of the project was a visit from Prof Zakes Mda, who currently lives in the US, during the week of 6 to 10 September 2010. He led discussions on the book at all the campus libraries. 278 students participated in the discussions. A total of 932 people read the book – an increase of 110% measured against the 2009 figures when 442 people read the selected title.

A citation analysis research project aimed at determining the use of the Library collections by master's and doctoral students was completed successfully. A research interest group was established to support staff who would like to pursue their research interests and publish their own work. Client Services staff delivered eight presentations at national conferences and seminars and three presentations at international conferences.

The first phase of the project to re-shelve the APK Campus Library collection of 442 000 volumes, housed on six floors, according to the Dewey Decimal Classification System was completed. The phased approach meant that the rearranging of books could be done without closing the Library.

The DFC Campus Library was deemed instrumental in the award of international accreditation to the Chiropractic Department.

LIC sustainability performance

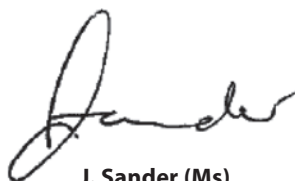
The LIC reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement. The Leadership Team consisted of the Executive Director, three directors and the Coordinator: LIC Systems. The Leadership Team met regularly, every two weeks. Middle management consisted of managers, team leaders and specialist staff working across campuses (web services, Information Skills, copyright, research) and met monthly.

In order to improve services and communication and to standardise services across campuses, various task teams met regularly. These included the Finance Task Team, Human Resources Task Team, Quality Task Team, Collection Development Task Team, Admin Task Team and the Innopac User Group.

At an operational level, an Information Forum for Information Librarians, a Forum for Interlibrary Loans, a Circulation Forum and a Shelving Forum were set up. Regular meetings were held. All of the above structures and task teams were evaluated at the end of 2010. All the charters of the above were reviewed in 2010 or will be reviewed early in 2011. At the end of 2009, the Human Resources Division was tasked with a review of the Library structure. It was hoped that the review would have been completed in June 2010, but completion is now scheduled for early 2011. In view of the review, it was decided not to fill the vacancy of the Director: Support and Shared Services, who retired.

Targets and way forward: Library and Information Centre

Planning for 2011 includes exciting new projects such as: Encore (Google-like, one-stop search point for information retrieval); Programme Registration (web-based service that will enable students to register for Library training sessions per Library); Central Authentication (students need to remember only one set of credentials for Library and Student Portal web services) and hosting of video streaming for various academic departments.



J. Sander (Ms)

Executive Director: Library and Information Centre

PERFORMANCE: SENATE

INTRODUCTION

The Senate, which functions in accordance with Sections 21 to 27 of the SIS and Sections 23 to 33 of the UJ Statute (promulgated on 27 August 2010), had a membership of 239 in 2010. Attendance in 2010 was, in general, similar to the attendance in 2009.

Senate meeting dates

Senate meetings were held on the following dates in 2010:

- 15 April 2010;
- 17 May 2010 (special);
- 31 May 2010;
- 29 September 2010;
- 17 November 2010.

Senate committees

The following Senate committees were operational in 2010 (refer to the section on the governance review of statutory structures and committees):

- Senate Executive Committee;
- Senate Quality Committee;
- Senate Higher Degrees Committee;
- University Research Committee;
- Senate Language Committee;
- Senate Teaching and Learning Committee;
- Faculty boards.

Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority, as delegated to it by Senate. A Senate Academic Freedom Committee was approved in 2010 and the first meeting is to be held in 2011.

Senate approved the proposal on the delegation of authority for Senate and Senate committees, resulting in the creation of a Vice-Chancellor's Circular, the first of which was distributed after the Senex meeting of 26 October 2010. The main function of the Vice-Chancellor's Circular is to remove plenary business from the Senate agenda, but to allow Senate members the opportunity to indicate their dissent, in writing, in respect of an item contained in the Vice-Chancellor's Circular, which will then be included on the Senate agenda.

Matters of significance discussed, considered and approved or noted by Senate:

- The Vice-Chancellor's quarterly reports focusing on, inter alia, the following:
- Strategic breakaway reports and strategic thrusts for 2011;
- Enrolment and registration statistics and related matters;
- Strategic thrusts for the next decade;
- Appointment of the Chancellor for a second term of office;
- MEC portfolio adjustments;
- Executive appointments;
- Research output;
- East Rand Campus: progress reports;
- Staff performance management system: progress reports;
- Culture change management programme: progress reports;
- Nurturing a culture of academic freedom, liberalism and collegiality;
- Relationship with Ben-Gurion University of the Negev: progress reports;
- Financials for 2009;
- Physical infrastructure development: progress reports;
- Staff qualifications upgrading programme: progress reports;
- Feedback on annual salary adjustments and tuition fee adjustments;

- Feedback on the graduations sessions;
- Information on the Higher Education Summit;
- UJ Institutional Report on HEAIDS: HIV prevalence and related factors;
- Student success rates;
- Student disciplinary cases;
- Alumni matters;
- Institutional rankings;
- Naming of buildings;
- International visits/initiatives.
- Considering and recommending amendments to the UJ Statute, relating to Senate composition, to the UJ Council, for approval;
- Approving the following Senate and Senate committee charters:
 - Revised Charter for Senate, which was revised in line with the promulgated UJ Statute;
 - Charter for the Senate Academic Freedom Committee, which will become operational in 2011;
 - Revised Honorary Degrees Committee Charter.
- Approving the revised Charter for the Centre for Small Business Development;
- Approving the following five new academic programmes (to be submitted for external approval):
 - The new undergraduate programme, Diploma (Fashion Production), to be offered at APB;
 - The new undergraduate programme, BA (Industrial Design), to be offered at APB;
 - The new undergraduate programme, BCom Honours (Property Valuation and Management), to be offered at APK;
 - The new undergraduate programme, Bachelor (Emergency Medical Care), to be offered at DFC;
 - The new postgraduate programme, Master of Technology (Tourism and Hospitality Management), to be offered at APB and APK.
- Approving the 2011 Enrolment Plan, for submission to the Department of Higher Education and Training;
- Approving the following new non-subsidised programmes:
 - To be offered by the Faculty of Education:
 - Language Teaching Planning;
 - Language Teaching Coordination;
 - Nature of Environmental Education;
 - Environmental Educational Materials;
 - Environmental Issues and Responses;
 - Evaluating Environmental Education Programmes;
 - Facilitating Environmental Education Programmes;
 - Inclusive Environmental Education.
 - To be offered by the Faculty of Health Sciences:
 - Ocular Disease and Diagnostics, at APK.
 - To be offered by the Faculty of Humanities:
 - Advanced Certificate in Municipal Governance (subject to external approval as it is a whole programme).
 - To be offered by the Faculty of Management:
 - Retail Practice;
 - Supply Chain Operations Process Management;
 - New Venture Creation.
 - To be offered by the Faculty of Science:
 - Mathematics for Teachers 1 (FET);
 - Mathematics for Teachers 2 (FET).
- Approving the transfer of the following sport qualifications from the Faculty of Management to the Faculty of Health Sciences:
 - BCom (Sport Management);
 - BCom Honours (Biokinetics);
 - BCom Honours (Sport Management);
 - BCom Honours (Sport Science);
 - MPhil (Biokinetics);
 - MCom/MPhil (Sport Management);

- MPhil (Sport Science);
- DPhil (Sport Science);
- DPhil (Sport Management);
- DCom (Sport Management).
- Approving substantive amendments to the curriculum of the BA Extended Degree, for submission to the Department of Higher Education and Training;
- Approving the exemption of modules and obtaining of credits when articulating from non-subsidised to subsidised qualifications (Faculty of Management);
- Approving new and/or amendments to the following strategies and policies:
 - Revised Higher Degrees and Postgraduate Studies Policy;
 - Policy on the Classification of the UJ Research Structures;
 - Amendments to the Professional Categories;
 - Amendments to the Guidelines for the Resolution of Assessment Differences between Assessors;
 - Amendments to the criteria for the Appointments and Promotions Policy;
 - Categories of Academic Career Paths: Appointment and Promotion Criteria;
 - Senate Delegation of Authority;
 - Recommendations for the Student Appeals Procedure, regarding academic exclusions;
 - Regulations for Student Discipline.
- Approving the following in respect of the Open Access mandate:
 - Research output submitted to the Research Office for subsidy purposes would be forwarded to the UJ Institutional Repository.
 - The UJ LIC would seek permission to preserve the research in digital format.
 - Copyright compliance would be adhered to, i.e. access to full-text articles will be subject to permission of publishers. Access would not be provided if permission is in doubt or not available. Short term embargoes by publishers would also be adhered to.
- Approving the development of the Soweto Campus Academic Profile;
- Approving the proposed relocation of the Faculty of Education to SWC;
- Approving the proposal to initiate a Top Achievers' Club;
- Considering the Memorandum of Understanding for Academic Collaboration for the Promotion of Academic Cooperation and Exchange of Staff between UJ and Ben-Gurion University (BGU) of the Negev, as explained below:
 - A special committee was constituted in May 2010 to provide advice to Senate within a period of three months on how to resolve the question of whether or not the existing MOU between UJ and Ben-Gurion should be terminated, after having considered and made recommendations to Senate in respect of the following:
 - The validity of the statements and claims made, and the accuracy of the information provided in the presentations;
 - The criteria that determine whether the MOU should be terminated and that inform decisions by UJ on whether or not to conclude partnerships with particular institutions and under what conditions.
 - On 29 September 2010, the task team's recommendations were considered and, based on the Senate's commitment to the UJ Values, were endorsed and should any of these listed conditions not be met, the MOU would automatically terminate on 1 April 2011, or on any other day that a violation of the stated principles was found to have occurred:
 - That the MOU be amended to include one or more Palestinian universities chosen on the basis of agreement between BGU and UJ;
 - That the projects flowing from this MOU would not entail any activity, including teaching and research, that had any direct or indirect military implications or contributes to the abuse of human rights. This would be monitored by the Senate Academic Freedom Committee;
 - That BGU be required to respect UJ's duty to take seriously allegations of behaviour on the part of its stakeholders that was incompatible with UJ's values. This included responding to reasonable requests from UJ seeking more information about BGU's formal policies and informal practices;
 - That the amendment of the MOU referred to in Item 5 above be implemented within six months from 29 September, 2010, which was the date of adoption by the Senate;

- That UJ would consult the Palestinian universities on their views on the acceptability of the proposed amended MOU and would consider their views.
 - A meeting was scheduled with the associates of BGU in order to review the state of affairs and to consider ways forward.
- Approving amendments to the Appointment and Promotion Criteria in the Faculty of Law, the Faculty of Economic and Financial Sciences and the Faculty of Humanities;
- Approving the new site of delivery at SWC for the following programmes:
 - National Diploma (Human Resource Management) (SWC);
 - National Diploma (Management Services) (SWC);
 - National Diploma (Small Business Management) (currently offered at APB and SWC, new intake will only be accepted at SWC for 2011 and APB will follow a teach-out plan for students currently in the system);
 - National Diploma (Management) (additional site of SWC added to APB).
- Approving the 2012 admission requirements for the Faculty of Economic and Financial Sciences;
- Approving the admission requirements and duration of extended national diplomas for the Faculty of Management;
- Approving the relocation of the Department of Quality and Operations Management from the Faculty of Management to the Faculty of Engineering and the Built Environment;
- Approving the Incorporation of the Department of Entrepreneurship into the Department of Business Management;
- Approving the following name changes:
 - Department of Journalism and Audiovisual Communication to the Department of Journalism, Film and Television;
 - Department of Educational Management to the Department of Education Leadership and Management.
- Approving the establishment of a Department of Childhood Education at SWC;
- Approving, subject to final Council approval, the conferral of Honorary Degrees on Dr R. Maponya and Prof B.W. Skews;
- Approving Senate discretionary admissions;
- Approving the study fields, titles and supervisors for doctoral studies;
- Approving the upgrading of an MSc to a PhD in the Faculty of Science;
- Approving the recommended failing of a doctoral thesis of a candidate in the Faculty of Management;
- Approving the outcome of results and the subsequent conferral of doctoral degrees;
- Approving the Academic Calendar for 2011;
- Approving amendments to the Academic Regulations and to faculty policies;
- Electing the following Senate representatives to serve on Council from 1 August 2010 for a period of three years:
 - Prof J.C. Sonnekus;
 - Prof R.P. Ryan.
- Electing the following Senate representatives to serve on Senex for a three-year period from 1 March 2011 to 28 February 2014:
 - Prof L. Posthumus;
 - Prof G. Roodt;
 - Prof J.C. Sonnekus.
- Electing the following Senate representatives to serve on the Senate Academic Freedom Committee for a three-year period from 1 January 2011 to 31 December 2014:
 - Prof P. Alexander;
 - Prof T. de Wet;
 - Prof F. Esack;
 - Prof T. Metz;
 - Prof D. Moore;
 - Prof J. Janse van Vuren.
- Noting the Council of Higher Education's provisional accreditation (candidacy phase) for the following programmes:
 - MTech (Architectural Technology) (Professional);
 - BA Ed (Foundation Phase);

- BA (Community Development and Leadership).
- Noting the Five-Year Financial Plan;
- Noting the Report on the Review of Research Centres and Research Niche Areas;
- Noting the Report on the 2009 Research Outputs;
- Noting the relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
- Noting the Postgraduate Student Strategy and Financing Model for Bursaries;
- Noting the UJ Success Rates for Undergraduate Courses for the First-Semester Examinations (2010 versus 2009);
- Noting the outcome of results and subsequent conferral of master's degrees;
- Noting the quarterly security reports;
- Approving, via the Vice-Chancellor's Circular, the offering of the following bridging programmes as non-subsidised programmes by the Faculty of Economic and Financial Sciences, with the purpose of articulation of diploma holders to an honours degree by means of a Senate Discretionary Admission principle:
 - Bridging Course in the Theory of Accounting (BCTA) – Accounting (non-credit bearing);
 - BCTA – Auditing (non-credit bearing);
 - BCTA – Financial Management (non-credit bearing);
 - BCTA – Taxation (non-credit bearing);
 - Bridging Programme in Accountancy (non-credit bearing);
 - Bridging Programme in Economics (non-credit bearing);
 - Bridging Programme in Financial Planning (non-credit bearing);
 - Bridging Programme in Financial Management (non-credit bearing);
 - Articulation Programme in Property (non-credit bearing).
- Approving, via the Vice-Chancellor's Circular, the offering of the following non-subsidised programmes:
 - To be offered by the Faculty of Economic and Financial Sciences:
 - Accountancy in the Public Sector (non-credit bearing);
 - Accounting for Financial Instruments (non-credit bearing);
 - Local Economic Development: Sensitising Role Players (dual purpose);
 - Local Economic Development: Strategic Planning (dual purpose);
 - South African Business Retention and Expansion (dual purpose).
 - To be offered by the Faculty of Education:
 - Scholastic Assessment in Inclusive Classrooms (dual purpose);
 - Parent-School Partnerships (dual purpose);
 - Barriers to Learning in Schools (dual purpose);
 - Learning Support in Inclusive Classrooms (dual purpose).
- Conducting an electronic performance review of Senate.

TARGETS AND WAY FORWARD

The strategic thrusts related to teaching for the next decade are relevant, as reflected in the Vice-Chancellor's review as well as in Section Three. The key performance indicators approved by Council for 2011 are:

- Overall enrolments: 48 500;
- Honours enrolments and postgraduates below master's: 4 234;
- Master's and doctoral enrolments: 2 500;
- CESM Science, Technology and Engineering enrolments: 29,5%;
- Undergraduate success rates: 77,5%;
- Percentage of academic employees (qualifying group) obtaining a master's qualification: 50;
- Percentage of undergraduate degree students with an APS above 35: 28.



Ihron Rensburg (Prof)
Vice-Chancellor and Principal



Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic



SUSTAINED GROWTH AND EXCELLENCE IN RESEARCH PROFILE

OVERVIEW

The Executive Director: Research and Innovation reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement.

FOCUS

The strategic thrust related to research and innovation reads as follows: "Sustained growth and excellence in research profile". The key performance indicators are:

- Accredited research output;
- Proportion of international to national research publications;
- Number of active researchers;
- Number of National Research Foundation (NRF)-rated researchers;
- Number of postgraduate enrolments;
- Investment and funding.

Three of the above key performance indicators are listed in the Institutional Scorecard for 2010: namely, accredited research output with a target of 450, percentage of international to national publications of 55% and the number of active researchers with a target of 360.

RESEARCH STRATEGY AND RESEARCH POLICIES

The following policies and strategies are used for the governing of research and innovation at the University of Johannesburg (UJ):

- UJ Academic Regulations (sections related to postgraduate research);
- UJ research strategy;
- Research Policy;
- Student-Supervisor Policy;
- Guidelines for Authorship;
- Policy on Intellectual Property and Commercialisation;
- Policy on the Classification of UJ Research Structures;
- Policy on Postgraduate Studies.

ORGANISATIONAL RESPONSIBILITIES/GOVERNANCE

Overview

The Executive Director: Research and Innovation is responsible for the Research and Innovation Division and reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement (Refer to Annexure two). The purpose of the Research and Innovation Division is to provide strategic and operational support for research in the University. It does this through five administrative functions, each with well-defined activities: research administration; research management; postgraduate support (Postgraduate Centre), intellectual property

management and statistical analysis (Statkon). Through these functional activities, the key performance indicators, with goals and targets, are defined in the short- (annual), medium- (five years) and long-term (10 years) strategic plans of the University's research strategy. The Research Information Management System (RIMS) is also highlighted as a governance structure, as well as the Office for Intellectual Property.

Research administration and management: statutory structures

The following statutory governance structures are relevant (refer to Section Three):

- Senate (chaired by the Vice-Chancellor and Principal);
- Senate committees (chaired by the Deputy Vice-Chancellor: Research, Innovation and Advancement);
- University Research Committee;
- Senate Higher Degrees Committee.
- Faculty boards (chaired by the relevant executive dean);
- Faculty research structures (structured by the executive dean concerned or senior professor(s) appointed by the relevant executive dean);
- Academic administration: this is governed by both the faculties and Central Academic Administration division.

Statistical Consultation Services (Statkon)

Statkon provides a professional, goal-oriented statistical consultation service to postgraduate students and researchers at UJ, in respect of research methodology, questionnaire design and statistical analysis. Statistical Consultation Services staff continued to make a significant contribution to UJ's research goals through providing a service to improve research design and statistical analysis of findings. These services were provided for over 350 research projects during 2010, which represents a slight decrease from 2009. The highest proportion of projects was from master's students. The main beneficiaries of Statkon services were staff and postgraduates on the Auckland Park Kingsway Campus and from the Faculties of Management, Health Sciences, Humanities and Education. Statkon provided services for a very small number of external projects during 2010.

Services provided to UJ postgraduate students, researchers and Management, as well as external clients, during 2010 included:

- Assistance with regard to survey or experimental design and questionnaire design;
- Data capturing;
- Statistical analysis of data sets and using appropriate data analysis techniques;
- Feedback and explanation of the statistical results and the interpretation thereof;
- Facilitating online data collection through online surveys;
- Acquisition and roll-out of statistical software.

Postgraduate Centre

The Postgraduate Centre was successfully launched in July 2010 and is now operational. The Centre has a staff complement of seven, including the Director, Prof Shireen Motala. A number of activities were undertaken. The key highlights being:

- Finalisation of the postgraduate strategy, which was accepted by Senate. The strategy encompasses various aspects, which include an overall vision and mission, a statistical overview of the current status of postgraduate enrolment and throughput and what the key strategic activities will be in order to improve enrolment and throughput and to enhance postgraduate studies at UJ;
- Establishment of a competitive bursary structure. A review of the UJ bursary structure was undertaken in order to determine what a competitive bursary structure should be, particularly in relation to the fee structure in nearby institutions. Various scenarios were considered and it was decided to focus on providing additional funding for honours bursaries in three faculties, namely, Science, Humanities and Health Sciences. Education was included only for Mathematics and Science training. It is anticipated that these honours students would provide an important pipeline to master's and doctoral studies;
- Various training activities were undertaken, based on perceived needs and discussions with the executive deans. These included workshops on *Advanced Academic Writing Skills* by Prof Craig MacKenzie (Department of English, UJ); *Kick-Start Your Research* by Mr Arnold Wentzel (Department of Economics

and Econometrics, UJ); *Master's Dissertations and Proposals* by Prof Walter Greyvenstein (UNISA); *RefWorks Introduction* by Ms Linda Mbonambi (Subject Librarian, UJ); *Supervisors' Forum* by Professor Max Bergman (University of Basel, Switzerland); Postgraduate Students Symposium; and the Social Sciences Winter School on *Quantitative and Qualitative Analysis* convened by the Faculty of Education;

- Production of a brochure and CD. The brochure provides information on the postgraduate application process, accommodation, fees, academic matters and social and other extramural activities.

Intellectual Property

The University's intellectual property is protected through employment contracts and confidentiality agreements with external parties. These agreements establish ownership of and rights to trademarks, copyright, trade secrets, innovations and inventions resulting from any research and dealings with the University. A proposal for the establishment of an Office of Technology Transfer at UJ was submitted to the governmental Department of Science and Technology (DST) and funding has subsequently been approved. The purpose of the Office of Technology Transfer is to facilitate technology transfer and commercialisation of intellectual property in order to generate income for further research at the University and for the benefit of society.

Research Information Management System

UJ continues to play a leading role in the National RIMS Consortium. RIMS is a collaborative effort between South African research institutions working together as a consortium to enhance their research management capabilities. Presently, 22 higher education institutions and nine science councils are members of the consortium.

RIMS is aimed at providing an integrated view of research and development investments at an institutional level, as well as for the country as a whole. Information and reports collected from the system will enable government to formulate policies that will drive the National System of Innovation.

During 2010, UJ's research output submission to the Department of Higher Education and Training (DHET) was captured in the Research Output module as part of the annual DHET submission. This enabled detailed research output reports to be compiled for the first time since UJ's inception, providing a high-level overview of the research activities at UJ as a whole, while also allowing focused reports and statistics to be produced per faculty, department, researcher, Classification of Educational Subject Matter (CESM), etc.

The Proposal Tracking module was successfully piloted (for internal funding) by UJ and was signed off for implementation by the RIMS Consortium. All University Research Committee applications for funding (2009 and 2010) were captured on the system and management reports were compiled. The Proposal Development module was co-piloted by UJ and was signed off as ready for implementation, which is planned for 2011. Testing of the Sponsored Programs Information Network funding opportunity database was completed and several training sessions were held with researchers.

UJ began participating in an ongoing initiative to ensure that the national implementation of InfoEd (RIMS) meets the reporting requirements not only of the individual higher education institutions, but also those of the NRF and DST. UJ was requested to join the national RIMS Test Team that, under the auspices of the NRF, is responsible for ensuring the quality of InfoEd software releases prior to implementation at national level.

RISKS AND RISK MANAGEMENT STRATEGY

The institutional risk related to research and innovation is reflected on the Risk Register as follows: questionable quality and credibility of research. The financial sustainability of the UJ research strategy is listed as a research portfolio risk. The intervention strategy is reflected in the UJ Research Policy and strategy to improve the profile and credibility of research. The Research Policy and strategy were approved in 2009 and serve as an intervention strategy for the risk and focuses on the following:

- Creating an enabling environment for research;
- Enhancing the institutional research profile;
- Increasing external funding for research;
- Supporting and promoting fundamental scholarship and basic research;
- Supporting national, regional and industry-specific research and development policies and strategies;
- Maximising the impact and international recognition of UJ research;
- Capitalising on UJ intellectual property.

RESEARCH PERFORMANCE

The research activities and interventions of 2010 have shown significant expansion in research output and profile, as well as a consolidation of procedures and systems. The year also provided a check-point for the realisation of our strategic goal of being a research-focused university. The Research and Innovation Division had resounding achievements and met its targets for the year. While this annual report provides the key achievements as per the key performance indicators, a more comprehensive research report is published separately.

Accredited research output

The total research output of the University, as accredited by the DHET, continued to grow: increasing by 43% from 325,99 units (2006) to 466,82 units (2009). The University's submission to the DHET in 2009 was an improvement compared to that of 2008. The University was awarded 466,82 units in 2009, compared to 389,02 units in 2008 for its accredited research outputs, which represents a 20% increase. The 466,82 units comprise 412,64 units for journal articles, 12,13 units for books and chapters and 42,05 units for conference proceedings. The research outputs over the years 2005 to 2009 are shown in the table below. The strongest research areas in terms of overall research output are: Life Sciences and Physical Sciences (CESM 15), Languages, Linguistics and Literature (CESM 12), Business, Commerce and Management Sciences (CESM 4) and Agriculture and Renewable Natural Resources (CESM 1).

Clearly, there was a marked increase in the number of publications from the period prior to the existence of the research centres and research niche areas (quick-wins) compared to when they became fully operational. The results show that up to 313 Institute for Scientific Information publications, over 190 conference proceedings, 45 book chapters and four books were produced during the period from 2007 to 2009. In this period, 128 master's and 52 doctoral students graduated and 74 master's degrees and 70 doctoral degrees are in progress. On average, the research output increased by about 70% (19,44 units to 32,72 units on average), which is attributable to the existence of the new research entities.

In terms of human-capacity building, as measured by a set of criteria that includes the number of postdoctoral fellows and researchers with postgraduate qualifications appointed, there was poor performance across all research centres and quick-wins. However, the research entities were successful in hosting workshops, seminars and conferences. In many entities, a good foundation and a future cohort of researchers have been established and should be supported. It should be emphasised that a good number of centres and quick-wins have not reached their full potential.

Table 42: Accredited research output from 2005 to 2009

Year	Books/chapters	Proceedings	Journals	Total
2005	11,55	13,64	300,80	325,99
2006	9,80	15,99	360,77	386,56
2007	4,12	15,97	330,64	352,12
2008	6,38	27,65	354,99	389,02
2009	12,13	42,05	412,64	466,82
2010*	37,48	78,32	515,75	631,55

** Units claimed from DHET in 2010*

Proportion of international to national research publications

There has been a significant shift in the number of publications from national to international peer-reviewed journals. In the previous years, the proportion of international to national research publications was 40:60. In 2010, the percentage of international to national research publications shifted to a desirable ratio of 60:40.

Number of NRF-rated researchers

During 2010, the University continued to pay great attention to increasing the number of rated researchers. The Research Office implemented a clear programme of identifying new potential applicants and helping researchers move from a lower rating to a higher one. At the end of 2010, there were 90 rated researchers, moving from 72 at the end of the previous year. The increase in the number of rated researchers was largely

due to new ratings rather than new staff joining the University. Also worthwhile to note is the significant gain in the number of C-rated researchers, from 42 to 52.

Table 43: Number of NRF-rated researchers

Ratings							
Year	A	B	C	P	Y	L	Total
2004	2	10	39	1	8	0	60
2005	2	11	38	0	11	1	63
2006	2	11	44	0	7	2	66
2007	2	14	43	0	5	4	68
2008	2	16	43	0	7	2	70
2009	4	16	42	1	7	2	72
2010	5	20	52	1	10	2	90

Enrolled postgraduate students

The number of enrolled students has increased slightly over the past five years. The University's Staff Qualifications Project should also have an impact on postgraduate student output in the next few years. The figures are reflected in the table below.

Table 44: Number of enrolled postgraduate students and postdoctoral fellows, 2005 to 2010

Category	2005	2006	2007	2008	2009	2010
Master's	1 891	1 683	1 638	1 661	1 767	1 898
Doctoral	563	535	538	504	562	587
Postdoctoral fellows	-	20	25	25	23	39

Higher Education Management Information System (HEMIS) data as at May 2011

Active researchers

Active researchers are defined as those who are involved in publishing accredited research outputs. By the end of 2010, there were 380 active researchers at UJ – thus exceeding the 2010 target of 360. More staff are publishing and, given the lucrative institutional incentives for publishing, there has been a steady increase in the number of active researchers. The University has clear policies for incentivising the publishing of research results.

Research centres

In order to accelerate its research agenda, the University implemented key strategic interventions to achieve its stated goals of achieving 600 research units in the first decade of its existence and being a research-focused institution. A total of 13 research centres and seven research niche areas (quick-wins) were established. The 13 research centres are:

- Centre for Visual Identities in Art and Design: an integral part of the Faculty of Art, Design and Architecture (FADA), it spans all eight departments;
- Centre for Education Practice Research (CEPR): located in the Faculty of Education, it houses 11 research projects and focuses on investigating education practice. The theoretical thrust of this work is the notion of "ecologies of practice" – an extension of the construct of "communities of practice";
- Centre for Culture and Languages in Africa (CCLA): located in the Faculty of Humanities, it conducts and produces research on the broad theme, Culture, Tradition and Modernity in Contemporary South Africa. This includes research that supports discussion and debate on concepts about conflicting and contested notions of culture;
- Centre for Social Development in Africa (CSDA): located in the Faculty of Humanities, it was established in 2003 and is dedicated to basic, applied and strategic research in social development and developmental welfare;
- Centre for Sociological Research (CSR): also located in the Faculty of Humanities, it is conducting extensive research in order to explain social inequality and political conflict;

- Laser Research Group: located in the Faculty of Health Sciences, it is involved in the field of phototherapy, with specific emphasis on Low-Level Laser Therapy and Photodynamic Therapy;
- Water and Health Research Centre: also located in the Faculty of Health Sciences, it deals with the relationship between water and human health, specifically looking at increased lifespan and improved general health and access to safe water and improved domestic hygiene and sanitation;
- The Institute of Transport and Logistics Studies (ITLS) in Africa, or ITLS (Africa): located in the Faculty of Management, it was established in response to a strong need for formal, independent, unbiased and relevant research in the fields of transport, logistics and supply chain management;
- Centre for Catalysis Research: located in the Faculty of Science, it investigates catalysts with improved performance characteristics as measured against selected benchmark systems;
- Paleoproterozoic Mineralisation (PPM) Research Group (founded in 1997): is internationally recognised as a leading force in the study of Precambrian paleoenvironmental evolution and associated ore-forming processes. This research focus area received support with the establishment of a South African Research Chair in Geometallurgy in 2008, funded by the DST and administered by the NRF;
- Industrial Electronics Technology Research Group: located in the Department of Electrical and Electronic Engineering Science.

The seven quick-wins, with locations in parentheses, are:

- Water and Health (Faculty of Health Science);
- Aquatic Ecotoxicology (Faculty of Science);
- Nanotechnology (Faculty of Science);
- Telecommunications (Faculty of Engineering);
- Sociology (Faculty of Humanities);
- Energy and Sustainability (Faculty of Science);
- Geology (Faculty of Science).

The research centres that obtained additional funding under the quick-wins programme were the CSR and PPM research groups and the Water and Health Research Centre. The intention was to strengthen these groups, with the aim of gaining recognition and the possibility of becoming future NRF South African Research Chairs Initiative chairs. This objective was reached in both Geology and Sociology but, due to staff movement, it was not successful with the Water and Health Research Centre.

These research entities were reviewed for a new three-year funding cycle, on the basis of five key performance indicators agreed upon with the faculties:

- Accredited research outputs generated;
- Human-capacity development in research;
- Master's and doctoral students enrolled and graduating;
- Public profile developed (nationally and/or internationally);
- External research funds generated.

Collectively, these criteria enabled an analysis of the future potential of these centres in terms of productivity and financial sustainability. The review process took place for each of the research centres and niche areas in April to May 2010 and was attended by the director or leader of the research entity, the relevant executive dean or representative, the chosen faculty senior professors and the Research Office. The results of the review process were discussed by the University Research Committee in order to determine the final decision on the continued support for each research entity.

Concluding statement: performance of research centres

Overall, the centres and quick-wins performed well, although some achieved success only in one or two key performance areas. All of the centres demonstrated delivery on accredited research publications, but mixed results in external funding and postgraduate student numbers. The worst performance area was in the number of postdoctoral fellows registered at all the centres. Taking 2006 as a baseline before the establishment of the research entity, the highest research productivity (net gain percentage) was achieved by CSDA (344%), followed by Nanotechnology (208%) and Energy Studies (166%). The Laser Research Group claimed the greatest number of units (12,46), followed by the Ecotoxicology (11,14) and the Nanotechnology (10,18) groups. These results show that the most productive research groups have been the Laser Research Group, followed by Ecotoxicology, Nanotechnology, Education, Geometallurgy and Catalysis.

The research entities achieved significant mileage in profiling themselves through differentiation and creating intellectual capital. Given the short period, the results have had a great impact on profiling the research capability of the University. A good number of our researchers are recognised both nationally and internationally; some are active in or have become affiliated to various professional bodies; some have been recognised through distinguished awards; and some have obtained NRF-ratings. In certain areas, some centres and quick-wins have gained recognition as centres of expertise by funding bodies. A good example here is the awarding of the two DST/NRF South African Research Chairs Initiative Chairs in Sociology and in Geology. This differentiation and strategic positioning augurs well for the intellectual sustainability of the centres and quick-wins. In addition, there has been a strong element of collaboration at both national and international levels in selected areas. Our researchers are taking a leading role in the advancement of their domains as strong discipline in South Africa, e.g. phototherapy in the Laser Centre, aquatic science in Ecotoxicology, and Transport and Logistics.

The main reason why some centres and quick-wins did not perform well in all key performance areas seems to be that they started late and struggled to get research staff on board.

The Centre of Transport and Supply Chain Management established itself as self-sustaining and indicated that it no longer required financial support from the University. Because the model worked, six new centres were approved for funding – bringing the total number of research centres to 19, at a cost of R12 million a year. In future, the research centres are expected to reduce dependency on the University funds and shift their budgets to support postgraduate bursaries.

Sustainable funding and investment

Investment related to the research budget, the research centres, postgraduate funding and the Next Generation Scholars Programme are reflected. The performance related to research partnerships is also reflected in this section.

Research budget

The University relies on its internal funds and external funds to continue supporting research. Internal funds account for 53% of total research expenditure, while NRF and other external income account for 47% of research expenditure. Steps continue to be taken to grow the external income component in order to reduce the dependency on the University. Going forward, all the research centres will be heavily measured against generating external income.

In 2010, the University spent R52,25 million on the operational research budget, compared to R42,8 million in 2009. In the same period, external income from the NRF grew by 72% from R19,97 million to R34,36 million, as a result of the new administrative systems that were put in place. External income from other sources, however, has been declining since 2008 and in 2010 was at a low of R12,44 million.

Table 45: Total research expenditure for the years 2007 to 2010

Fund/grant	2007 (Rands)	2008 (Rands)	2009 (Rands)	2010 (Rands)
Internal funds	24 770 000	29 985 316	32 100 000	52 251 800
NRF	21 895 404	17 607 498	19 937 053	34 357 859
Other external	15 862 504	22 902 811	16 669 615	12 440 795
NRF grant deposit	-	5 692 000	-	-
Total	62 527 908	76 187 625	68 706 668	99 050 454

Research centres: funding

Some centres were funded jointly by the University Research Committee and the faculties. The figures presented here only reflect the Research Committee contribution. Between 2007 and 2009, R19,42 million was allocated to the research centres and R19,60 million to the quick-wins: a total investment of R39,03 million by the University. In return, a total of R87,62 million of external income was generated, of which R65,22 million came from the research centres and R22,41 million came from the quick-wins. The return on investment for the research centres (R19,42 million funded compared to R65,22 million income generated) is 239% and the return on investment for the quick-wins (R19,60 million funded compared to R22,41 million

income generated) is 14,3%. The total return on investment (R39,03 million funded compared to R87,62 million income generated) is 124,5%.

The following two tables present a breakdown of the University Research Committee contribution and external income in the respective years.

Table 46: Budgets for quick-wins, 2008 to 2009

Faculty	Niche area	Internal Income R'000			Total R'000	External Income (R'000) 2008-2010
		2008	2009	2010		
FEBE	Telecommunications	855	946	915	2 717	1 290
Health Sciences	Water and Health	980	1 078	550	2 608	-
Humanities	CSR	790	770	840	2 400	-
Science	Ecotoxicology	910	918	903	2 731	6 900
	Energy	1 123	1 028	1 028	3 179	9 000
	Geology	1 600	600	960	3 160	-
	Nanotechnology	570	1 340	900	2 810	5 220
TOTAL		6 828	6 680	6 096	19 605	22 410

Table 47: Budgets for research centres, 2008 to 2010

Faculty	Research centre	Internal Income R'000			Total R'000	External Income (R'000) 2008-2010
		2007-2008	2009	2010		
FADA	Art and Design	563	709	688	1 960	936
Education	CEPR	251	300	300	851	5 500
FEFS	Accounting	500	500	0	1 000	0
FEBE	Unmanned Autonomous Vehicle	380	550	700	1 630	1 320
	Stream-Processing	419	400	400	1 219	1 561
	Electronics	419	300	0	719	0
Humanities	CCLA	475	475	400	1 350	1 867
	CSR	400	400	400	1 200	8 180
	CSDA	495	470	400	1 365	3 570
Health Sciences	Laser	841	850	458	2 149	3 264
	Water and Health	300	300	300	900	6 508
Management	ITLS	1 150	0	0	1 150	15 520
Science	Paleoproterozoic	530	530	530	1 590	10 000
	Catalysis	680	680	680	2 040	6 990
					19 123	65 216

Postgraduate Funding

- The Postgraduate Funding section falls under the administration of the Postgraduate Centre. It administers and manages the various bursaries, scholarships and fellowships. The year 2010 saw a marked increase in the total number of applications received from and allocations made to students for the various funding opportunities. This is a good indication that the communication and marketing initiatives implemented were successful. Most notable was the increase in the number of NRF applications from 290 in 2009 to 513 in 2010 (a 77% increase). The Service Level Agreement drawn up with Finance in 2009 was formally implemented in 2010 and also contributed to the overall success of the section.
- The Honours Strategic Bursaries were phased out in 2010 in anticipation of the implementation of the Special Honours Merit Bursaries for 2011. The allocations for the Supervisor-Linked Bursaries increased from 642 students in 2009 to 733 students in 2010 (an increase of 14%) and a total of R4,49 million was paid. A total of R12,3 million was paid to students that received NRF funding in 2010, which represents a 37% increase

from 2009 when approximately R9 million was paid. This is as a result of an increase in the NRF bursary amounts awarded to students and postdoctoral fellows, as well as the addition of both undergraduate and postgraduate bursaries via the Square Kilometre Array Programme. Another important increase was in the form of block grants from the NRF from R2,5 million in 2009 to R3,9 million in 2010 (an increase of 55%). A further R1,6 million was awarded in November 2010 to be paid to students by March 2011.

- A new funding model was implemented in 2010 in order to attract more postdoctoral fellows. One of the reasons for changes to the process was to ensure compliance with the new SARS postdoctoral fellowship regulations. The average number of postdoctoral fellows in 2010 increased to 36 from an average of 25 in 2009 (an increase of 40%).
- UJ was successful in having one student receive the prestigious Mandela-Rhodes Foundation scholarship for 2010. The student selected was from the Faculty of Humanities.

Next Generation Scholars Programme

The Next Generation Scholars Programme (NGSP) provides the opportunity for students to be able to focus on their studies without the distraction of financial constraints, thereby strengthening capacity at postgraduate level. The NGSP would not have been possible without support from our partners, the Ford Foundation, Murray & Roberts, Nedbank, Old Mutual and PetroSA, that collectively contributed R14,7 million, while UJ contributed R8,7 million from its own reserves. PetroSA, Murray and Roberts, Nedbank and Old Mutual contributed funding in 2009, while the Ford Foundation contribution was received in 2010. All external funds are projected to be utilised over the next three years. Annual reports are submitted to external funders.

31 new awards were made for the NGSP in 2010, which increased the total number of students in the programme to 63 and a total of R5,95 million was paid. The NGSP bursaries were awarded for the last time and the Programme should meet expected outcomes. It is anticipated that 87 graduates will emerge from the Programme by the end of 2014 (47 doctoral and 40 master's), with the first set of doctoral graduates being employed on completion of their studies in the academic year beginning in 2012. One student of exceptional talent has already completed the course and has been employed by UJ as a junior lecturer in the Faculty of Economic and Financial Sciences. Just over half (54%) of the NGSP cohort is African and the rest comprises 8% Coloured, 17% Indian and 22% white students. Females make up 55% of the cohort and males 45%. 90% of the students in the programme are South African, 5% are from Zimbabwe, 3% are from Swaziland and 2% are from the DRC.

Master's students comprise 62% of the total number of students in the programme; the remainder being at doctoral level (38%). In 2009, the Faculty of Science had the highest number of students (34%). However, in 2010, the Faculty of Humanities secured the highest number of students (30%). Overall, most students are from the Faculties of Science (31%), with 26% from the Faculty of Humanities. Other faculties that received a significant number of awards are the Faculty of Engineering and the Built Environment (14%) and the Faculty of Health Sciences (17%). The Faculties of Management, Law and Education have one or two students in the programme.

Capacity-building of researchers

In addition to the Next Generation Scholars Programme, an additional strategy is necessary to increase research capacity. The University recognises that the majority of its researchers are white males who are above 50 years of age and hence pose a risk in terms of maintaining and improving research capacity. It is therefore vital to have strategies in place to increase and retain the number of rated researchers. The majority of the current top NRF-rated researchers at UJ have either reached retirement age or are due to retire within the next five years. Currently, 11 of our top NRF-rated researchers are above 63 years of age. In order to address the potential reduction in rated researchers as well as to prevent a consequent decrease in the research publication outputs, the University has implemented a structured programme to build and increase the number of rated researchers. The programme specifically focuses on research development and not on obtaining higher degrees and qualifications.

Furthermore, a shortage of postgraduate students nationally, particularly in the technical and engineering disciplines, remains a huge challenge for the University, which needs to recruit, develop and retain researchers in a competitive environment for scarce skills. There is a need to ensure an appropriate pipeline of researchers to meet future research skills requirements. The University continues to offer special bursaries and scholarships to assist with sourcing and developing bright young minds. Our Next Generation Scholars Programme is one

good example intended to create a future pool of appropriately qualified academic members of staff that would contribute to research.

The University has continued to develop and encourage new researchers and also set appropriate targets. Over the years, the University has made significant progress in encouraging academic members of staff to publish and has implemented various incentives to stimulate research productivity, such as the Vice-Chancellor's Research Awards and increasing the researchers' proportion of the publication subsidy. It is commended that all faculties have put measures and incentives in place to stimulate academic members of staff to publish in accredited journals. Two years ago, the University established a staff qualifications improvement programme, which has also significantly increased our numbers of potential future researchers. As a result, the number of researchers contributing to the total research output has increased. Over the years, the Research Office has performed targeted recruitment of research professors, coupled with effective key performance indicators encompassing research outputs, number of postgraduate students, external research income and human-capacity development.

Research partnerships

Research partnerships are critical in strengthening the research profile and in mobilising external research funds. The University builds enduring relationships and collaborations with the public and private sector and government, which are characterised by mutual respect, active partnerships and long-term commitment. Our partnerships support our strategy by providing sustainable bursaries and providing research funds. The Next Generation Scholars Programme is supported by PetroSA, Murray & Roberts, Old Mutual, Nedbank and the Ford Foundation to the amount of R14,5 million over a three-year period. Government-supported bursaries have also been increasing over the years. The University continues to nurture its existing partnerships with Sasol, the Council for Scientific and Industrial Research, the Water Research Commission, Eskom, Johannesburg Water and Mintek. Internationally, the University has partnerships in Africa, Europe, North America, Brazil, India and China.

A new partnership scholarship, between UJ and the Cancer Association of South Africa was initiated in 2010. Five awards were made and an amount of R105 000 was paid. During 2010, five new memorandums of understanding and agreements were signed with international partners in France, Romania, Canada, Germany and Brazil. The UJ Executive team, under the leadership of the Vice-Chancellor, visited several institutions in the USA, including Virginia Polytechnic, Columbia University, Rensselaer Polytechnic, MIT, Boston University and the National Institute of Health in Bethesda, Maryland.

Stakeholder engagement

The objective of the University's stakeholder engagement processes is to build long-term, stable and mutually beneficial relationships to sustain research. Both government and the public play a vital role in the sustainability of research at the University. The University has various initiatives in place that directly or indirectly support stakeholder engagement. Government officials at all levels are engaged in order to evaluate their perceptions and enhance UJ's brand, grow research subsidy and student bursaries. Research Office staff interact with the government officials on research output and funding matters and a number of UJ researchers serve as members of the NRF Evaluation and Rating Committees, as well as panel members on other NRF committees. NRF funding and DST-supported research initiatives have grown significantly in the past years.

Community-related research is visible in the research centres. The research includes enterprise development; socio-economic development studies in the Centre for Sociological Research, Centre for Culture and Languages in Africa and Centre for Social Development in Africa; the Sustainable Energy Technology Testing and Research Centre (SeTAR); the Centre for Education Rights and Transformation; Visual Identities in Art and Design; and the Phumani Archive Paper Mill project. The purpose of SeTAR is to access state-of-the-art science and technology for use in the design and dissemination of radically more efficient basic energy technologies that are affordable and appropriate in order to meet the needs of the low income groups. The work at SeTAR has resulted in a novel space-heating stove being designed and constructed. The latest commercial version has been built and tested and the transfer of intellectual property rights for the local mass manufacture of these stoves is currently under discussion with the UJ Commercialisation Unit. The Archive Mill has

been conducting research on the production of archival handmade paper from local fibres and has been instrumental in setting up a variety of handmade paper enterprises. UJ plays an important role in the Gauteng City Region Observatory, with the Deputy Vice-Chancellor: Research, Innovation and Advancement as the current Chairperson of the Board. The Observatory has provided research funds to the Centre for Sociological Research and a good relationship exists with the SeTAR initiative.

Conclusion

The first phase of the University's research investment indicates that it has been an enormous success as we are on track to achieving our research aims for the decade that ends in 2015. Between 2005 and 2009, the accredited research output grew by over 43%, from 325,99 units to 466,82 units; the number of NRF-rated researchers increased from the low 60s to 90; more academic staff members are publishing; and the number of postdoctoral fellows grew significantly from 25 (2009) to 39 by the end of 2010.

TARGETS AND WAY FORWARD

In the coming years, the aim is to consolidate and further strengthen our established research management systems and to continue creating centres of excellence in the existing research activities. More funding will be directed towards postgraduate development, guided by the new Postgraduate Centre and Statkon, as well as driving innovation and technology transfer through the newly funded Office of Technology Transfer and the University's new technology thrust agenda.

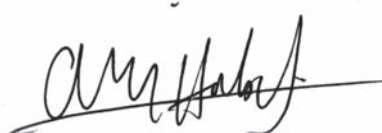
In the next decade to 2020, the University has defined its strategic thrusts that include technology-driven research and sustained excellence in research. The following targets have been set:

- Position in the top six residential universities in South Africa in terms of aggregate research output and scholarly impact;
- Achieve aggregate research output of 700 accredited research units by 2010;
- Achieve 112 PhD (current 70) and 672 master's graduates (current 320) annually by 2010;
- Postgraduate student component of 18% (current 13%);
- Enable innovation and technology transfer;
- Incorporate at least 25 productive and mainly self-funded research centres, including centres driven by technological innovation;
- At least 15% of academics should be recognised as rated researchers (current 5%).



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Executive Director: Research and Innovation



Adam Habib (Prof)

Deputy Vice-Chancellor: Research, Innovation and Advancement



EXCELLENCE IN TEACHING AND LEARNING AND RESEARCH PERFORMANCE: FACULTIES

OVERVIEW

The review reports of the nine faculties are reflected in this section (alphabetical order). The community engagement projects are reflected in Section Eight.

GOVERNANCE

The Faculty Board is the statutory governing structure of each faculty. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010. In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees as approved by the faculty board and the relevant Senate committee. Each faculty develops its strategic plan and focus in accordance with the institutional strategy and thrusts.

FACULTY OF ART, DESIGN AND ARCHITECTURE

Introduction

The Faculty of Art, Design and Architecture (FADA) continued to enhance its reputation in 2010 in alignment with the strategic goals of the University of Johannesburg (UJ). Strategic priority areas for the year included programme development; staff profile, qualifications and development; promoting and sustaining excellence in teaching and learning; nurturing a research and creative production culture and environment; advancing facility recognition and visibility; and operational efficiency. The Faculty succeeded in achieving the majority of its key objectives in these areas.

Governance and quality assurance

All departments have a variety of quality-assurance mechanisms in place which appear to be functioning well. The Academic Planning and Quality Committee, Research Committee and the Faculty Board met as scheduled and devoted a great deal of time to ensuring that quality standards were upheld in the relevant academic domains and functions and that the UJ rules and regulations were adhered to. Departmental reports, biannual strategic sessions and performance appraisals provided informative overviews of quality management. Teaching evaluations completed by students and moderators' reports alerted departments to areas of excellence and to areas requiring attention and mediation.

Academic Administration ensured the maintenance of high-quality levels through the following strategies: the setting of annual objectives; adherence to guidelines provided by Central Administration; benchmarking with other faculties; and effective communication channels. The integrity of data received focused attention. Key performance indicators in all areas were met and audits produced positive results and commendations.

The extended and improved administration offices, completed towards the end of 2010, which include a dedicated computer area where students have access to the Student Portal, will assist staff and students in the execution of functions.

Risk areas were identified as preparedness, performance and attitude of entry-level students; loss of prospective and preferred students; staff qualifications profile; inability to fill staff vacancies due to competitive salaries; and a small national pool of black academics. An area of particular concern is the ongoing matter of poor ventilation, temperature control and noise levels in the building, which have a negative impact on staff and student morale and productivity.

Student profile and performance

A total of 1 092 undergraduate and 21 postgraduate students were enrolled in the 10 programme types offered by the Faculty. This is an increase in total headcount enrolments from 954 in 2008 and 1 093 in 2009. The total Coloured and Indian undergraduate enrolments remained static at 5% each. Total white enrolments dropped to 51% from 54% in 2009 and black enrolments increased from 36% to 38%. White first-time entering enrolments dropped from 54% to 53%, with black, Coloured and Indian first-time enrolments at 47%.

The academic performance of students in the Faculty remains very good. The Faculty has consistently maintained a success rate of between 83% and 85% over the last four years. The undergraduate success rate for 2010 was 84,4%. The overall first-year success rate improved from 74,5% in 2009 to 75,3% in 2010. Black and white first-year success rates improved from 66% to 67% and from 82% to 84% respectively. Overall, the second-, third- and fourth-year undergraduate success rates all remained stable at over 90%. Module success rates in all departments were generally above 55%, with four of the six at-risk modules that were identified in 2009 showing improvement. A total of 313 graduates obtained their qualifications, compared to 293 in 2009.

The Faculty continued to provide support to its students through an extended system of tutors for first-year students and special assistance to individual at-risk students, where needed. The First-Year Experience programme (FYE), Orientation and recognition of students' achievements are ongoing initiatives in the Faculty. Additional writing tutors were appointed to assist second- and third-year students. Green Design Week, a multidisciplinary project in which all third- and fourth-year students in the Faculty participated, allowed for an opportunity to capitalise on the unique configuration of creative disciplines housed under one roof in the Faculty. In addition to this, a number of collaborative projects that brought students from different departments in the Faculty together encouraged multidisciplinary understanding and problem-solving. A series of Friday Talks and industry lectures presented by invited guest speakers exposed students to wider societal, environmental and economic issues. The success of this approach was attested to by the recognition gained by students through their creative achievements during the year. Students from the Faculty featured, with placements in more than 50 national and regional award schemes.

Students' interests were dealt with at the Students Forum and in departmental representatives meetings. These committees provided students with opportunities to participate in departmental and Faculty matters and allowed for the promotion of the holistic development of students as responsible future citizens and professionals. Four quarterly meetings of the Student Forum were held. The Forum is administered by students and comprises the Dean, Head of Faculty Administration, Marketing Coordinator and a student representative from every department. Items dealt with included academic matters, faculty administration related to the student lifecycle, faculty events, student life and student concerns. Overall, students expressed high levels of satisfaction; but ventilation in the building and access to the building after hours were indicated as areas of frustration. Academic Administration and the Faculty Marketer made valuable contributions to ensuring a positive student climate by fostering a service orientation, facilitating the student welcoming programme and encouraging student participation in Faculty events.

Three portfolio workshops were hosted during school recess periods in 2010. The aim of the workshops was to improve access to programmes in the Faculty for potential students from schools that do not offer Art or Design in their curricula. An informal relationship was established with an FET college to assist it with improving through access to the University and Faculty for its students.

Academic programmes

Programme development continues to enjoy high priority in the Faculty's strategic development, with the introduction of a degree track scheduled for rolling implementation across the next few years. The offering of a BA Design with specialisation in Graphic Design and a professional coursework Master's in Architecture received external approval and will be implemented in 2011. The revised National Diploma in Clothing Management (renamed Diploma in Fashion Production) and the BA Design with specialisation in Industrial Design were approved by Senate and submitted for external approval, with implementation planned for 2012. The revised Diploma and first Degree in Architecture should be approved by Senate in 2011 and submitted for external approval, with implementation planned for 2013. This marks the first parallel diploma/degree offering by the Faculty. These developments are significant milestones in the building of a comprehensive programme offering.

The programmes in Ceramics were in the final stage of being phased out, with the last students due to complete their studies in 2010. A downsized Ceramics Studio will serve the needs of Industrial Design and Visual Art students on a project basis and the facility will be refurbished to accommodate the growth of students in the Department of Architecture.

The second-year module in Contextual Studies was implemented in 2010 and the third-year curriculum was formulated in preparation for implementation in 2011. The introduction of a three-year academic major entitled Art and Design for students in the Faculty of Education was approved by Senate, with the first year scheduled to commence in 2011. This major has been specifically developed for students who are studying for teaching qualifications in the Faculty of Education. The intention is to enlarge the pool of teachers qualified to teach Art or Design in secondary schools. The theme of citizenship was included in all programmes, as an integrated component of identified modules. Other mechanisms to ensure the relevance of curricula content in module offerings in the Faculty were: teaching collaborations with industry; the revision of modules by departments to meet identified needs; greater use of Edulink facilities; international precedents; and the UJ technology mandate.

In 2010, the Teaching and Learning Forum provided opportunities for members of staff to devote focused attention to the unique characteristics of teaching and learning in the creative disciplines. The Teaching and Learning Forum was established at the end of 2008, with the following intentions: to develop a scholarship of teaching within the Faculty around the theme of creativity; to enhance teaching and learning in the Art and Design fields through reflection; to share best practices and engage with the UJ Teaching and Learning Philosophy; and to generate research output around teaching practice. The Forum held four well-attended sessions during the year. The first dealt with the value of citizenship and its integration into teaching and learning. This was followed by three sessions devoted to considerations of design thinking, during which presentations were made by invited guests and members of staff. The Department of Graphic Design worked closely with the Centre for Professional Academic Staff Development to roll out the UJ Teaching and Learning Philosophy in its current and planned programmes.

Research and creative production

Preliminary indications are that members of the Faculty published a total of 28,25 subsidy units in 2010. This output included 22,5 journal articles, a book chapter and 10,5 conference proceedings. During the course of the year, members of staff participated in 11 solo or duo exhibitions and 22 group exhibitions and completed 14 design projects. A pilot project for the recognition of creative production was successfully implemented during the year, based on a set of criteria for the peer evaluation of creative work. The Visual Identities in Art and Design Research Centre achieved all proposed outputs and performance indicators by the end of the year. The Research Centre has established a national footprint and the intention is now to build an international profile as well.

A new research cluster, Design for Social Development, was established. The cluster consolidates diverse student and staff teaching and research activities in the Faculty and concerns itself with design, technology and development practices. Projects in the cluster place emphasis on a user-centred approach to design and technology.

The FADA Gallery continued to promote the profile of the Faculty through hosting student and professional exhibitions. The Gallery is not only regarded as a venue for acknowledging and celebrating creative work, but as a pedagogic and research resource. Nine exhibitions were held during the year. Each exhibition opened with a public event that was promoted through print and online platforms. The annual Prestigious Alumni Exhibition featured a retrospective showing of the work of award-winning industrial designer, Brian Steinhobel, which was well received and generated much publicity.

The Research Seminar Series was instrumental in building research capacity in the Faculty. A total of 18 seminars were presented by staff and guests throughout the year. Two editions of the *FADA Research Newsletter* were published and included working papers, critical reviews and commentary on research endeavours and creative production. The Department of Architecture participated in the organisation of the international conference, AZA2010, which drew a number of internationally renowned architects to Johannesburg and to the Campus. The Department also hosted ASC2010, the annual Architecture Students' Conference.

Community engagement

The Faculty's community engagement projects are reflected in the section that deals with Engaged University: Community Engagement.

Branding and marketing

The Faculty continued with drives to establish and entrench its profile among all its stakeholders by providing an ongoing narrative of Faculty activities and successes: this was done by ensuring an ongoing presence in available print and electronic platforms. FADA information sessions and the opening of student and professional exhibitions were well attended and drew a great number of visitors to the Faculty building. All events that were open to the public were publicised through various forms of media, including listings on the UJ and FADA websites and the following external websites or social networks: Radio 702, Highveld Stereo, Joburg.org, Design Mind, One Small Seed and Facebook. Where relevant, the UJ Media Office was informed of events for appropriate press releases. Relationships with Nike and Adele Lucas Promotions resulted in bursary and portfolio workshop sponsorships. The Faculty hosted the International Examinations Board's Design and Visual Educators Conference and launched a number of recruitment initiatives that targeted, in particular, prospective Jewellery Design and Visual Art students, as well as students from Soweto, and publicised the new programme offerings of BA Design and the professional Master's in Architecture.



Marian Sauthoff (Prof)

Executive Dean: Faculty of Art, Design and Architecture

FACULTY OF ECONOMIC AND FINANCIAL SCIENCES

Introduction

The year 2010 will probably be remembered most for the football frenzy that gripped the nation, with the Soccer World Cup being held for the first time on African soil. South Africans rallied together to make this a momentous event – a World Cup that will most probably go down in history as one of the best hosted tournaments to date. The event highlighted the importance of teamwork: first, at the macro level of a nation coming together in a collective effort and, second, at the micro level of players working together to be a winning side.

Following several years of capacity-building, the Faculty of Economic and Financial Sciences boasts a team of generally well-trained and goal-oriented members who are passionate about success. Working in four departments, members with varying skills and focus take the Faculty forwards towards achieving academic excellence. 2010 has not been a year without challenges. Problems have come in varying shapes and sizes,

but they did not deter the Faculty from striving to be a leading provider of competencies in the fields of accountancy, economics and econometrics, and financial decision-making.

Faculty governance and quality assurance

The Faculty Board governs all aspects relating to policy, processes and procedures in respect of academic matters in the Faculty. The Faculty Management Committee, consisting of the Executive Dean as Chairperson, the Vice-Dean, the Faculty's four heads of departments, the Head of Faculty Administration and the Programme Advisor, is responsible for the day-to-day operational management of the Faculty and makes recommendations to the Faculty Board on academic matters. The Faculty Quality Care Committee, consisting of the Executive Dean as Chairperson, the Vice-Dean, the Programme Advisor, heads of departments and chairs of various subcommittees, facilitates and coordinates quality assurance in the Faculty. Faculty policies dealing with important matters such as assessment and moderation are reviewed and updated on a continual basis.

A Faculty Quality Plan for the period of 2010 to 2013 was developed, in consultation with the Division for Institutional Planning and Quality Promotion. The Faculty Quality Plan, after allowing for regular reviews of certain programmes by professional bodies, makes provision for a combination of programme, module and departmental reviews, with much of the preparation expected to occur in 2011. A Quality Manager/Coordinator, Prof Nerine Stegmann, was appointed in 2010 to manage the process.

Enrolment

The painstaking use of an enrolment model facilitated the management of admissions to be more or less in line with enrolment targets for 2010. Following the surge in enrolment in 2009, the Faculty aimed to stabilise enrolment from 2010 onwards. Enrolment increased by 0,75% in 2010, compared to 19% in 2009. It must be kept in mind that the unusually higher-than-expected enrolment in 2009 was related to unexpected turnout of applicants in January of that year and a shift in yield pattern. The enrolment growth figures in respect of the individual campuses for 2010 were as follows: 6,7% decrease on the Auckland Park Kingsway (APK) Campus; 1,4% increase on the Auckland Park Bunting Road (APB) Campus; and 38% increase on the Soweto Campus (SWC). As in previous years, the total enrolment of 10 896 for 2010 represented just over 22% of the total enrolment of the University, effectively making the Faculty the largest faculty in terms of student numbers.

Employee academic profile

The number of permanent academic staff members stood at 126 by the end of 2010. However, the number of full-time academic staff (including 36 contract staff members) stood at 162 – representing a phenomenal increase from the 81 staff members in 2006. The 2010 figure rises to 163 if a further three candidates are included, who were interviewed and appointed in 2010, but will assume their responsibilities only in 2011. Two international scholars will also join the Faculty in 2011, as progress has been made with their work permits. In 2010, there were 11 resignations (including two retirements) and 16 appointments. With regards to equity, the marginal increase of permanent black academic staff members from 29% in 2009 to 31,5% in 2010 indicates the continuing challenge that the Faculty faces in attracting and/or retaining qualified black academics.

With regard to qualifications of permanent academic staff members, 70 hold a professional qualification, 47 have a master's degree and 20 hold a doctoral degree. It is therefore evident that 53% of the 126 permanent academic staff members are in possession of at least a master's qualification. It must also be noted that some of the 70 members with a professional qualification also have either a master's or doctoral qualification. Currently, three staff members are enrolled for an honours degree, 45 staff members are enrolled for master's degrees and nine for doctoral degrees.

Academic programmes (subsidised) – success rates

The Faculty remains resolute in its pursuit of outstanding success rates, without the dropping of standards. Tutorials, which were introduced for undergraduate modules in 2009, became an intrinsic component of the teaching and learning models of departments in 2010. In comparison to 2009, the 2010 undergraduate average success rate increased from 76,2% to 78,8%. The postgraduate average success rate also increased from 59,7% to 63,4%.

Professional bodies – examinations

The Department of Accountancy achieved outstanding results in the 2010 Qualifying Examination (QE) of the South African Institute of Chartered Accountants (SAICA), with a pass rate of 87%, translating to 254 students. Also in this examination, there were two UJ candidates among the top 10 best candidates and eight *cum laude* students (distinctions) out of a total of 25 *cum laude* performers in South Africa. The 254 successful UJ candidates represent the highest number among all residential universities and also the largest proportion (12,9%) of the total successful candidates of all the residential universities. UJ also produced the highest number of successful black African candidates in the QE – 25% of the total national output – affirming UJ not only as the largest residential provider of chartered accountants in South Africa, but also as a leader of transformation in the accountancy profession.

The existing agreement that the Department of Finance and Investment Management has with the Financial Planning Institute (FPI) of Southern Africa continues and will be renewed in 2011. This entitles a student who successfully completes the BCom Honours (Financial Planning) programme and obtains 60% for the FPI's Board Examination (the case study) to be invited by the FPI to become a certified financial planner. Results of the 2010 case study examination administered by the FPI show that there were 25 successful candidates from UJ (out of 27) and 21 of these attained the FPI requirement of 60%. Five of these students also attained distinctions in the examination and Mr Jaco Smit, one of our current students, came in the top five nationally.

With regard to the Chartered Institute of Management Accountants (CIMA) results for May 2010, a student from the Department of Finance and Investment Management came first in South Africa in the Enterprise Strategy paper. The results for November 2010 were released in January 2011 and another student obtained the highest mark in South Africa (72%) – the seventh-highest mark in the world.

Research (performance, capacity development and activities)

Through the efforts of the Faculty and its departments, a culture of research and scholarly activity is steadily emerging among academic staff members. Such efforts include a Faculty conference, a Faculty journal, public lectures, visiting professors, incentives and various capacity-development initiatives at Faculty and departmental level.

The Faculty held its third biennial conference from 30 August to 1 September 2010. The conference theme *Recognising Value in Africa – Discern and Discover* was captured in 87 presentations from 14 countries. Keynote speakers included: Prof Mervyn King – Chairman of the King Committee; Mr Sim Tshabalala – Chief Executive Officer, Standard Bank of South Africa Limited; Prof Wiseman Nkulu – President of the International Organisation of Employers; Mr Raymond Ackerman – Ambassador of the Pick 'n Pay Group; Mr Karugor Gatamah – Chief Executive Officer, Africa Corporate Governance Advisory Services, Kenya; Ms Jayne Mammatt – Associate Director within PriceWaterhouseCoopers' Governance and Sustainability.

Hard work and perseverance bore fruit when the *Faculty Journal of Economic and Financial Sciences* obtained accreditation at the end of 2010. The Faculty engaged in a series of public lectures in 2010 that helped stimulate thought on various topics relating to economics, accountancy and finance. Speakers included South African economist, Mr Mike Schüssler; Dr Ha-Joon Chang of the University of Cambridge; Dr Gabriel Palma of the University of Cambridge; and Mr Graham Terry of the South African Institute of Chartered Accountants.

Over and above numerous other publications, research initiatives and scholarly activities, subsidised publications in the Faculty stood at 23,58 units for 2010. The 16% drop from 2009 was expected, given the low base from which the Faculty started and the long turnaround time associated with the submission of articles. The 122% increase in units in 2009 represented an increase from a low base of 12,66 to 28,16 units. Thus, the 23,58 units in 2010 relative to 2008 represent an increase of 86%. Two units in books and 1,68 units for proceedings will also be claimed. Pressure on staff to complete a master's degree and the increased supervision requirements are also reasons for the lower output in 2010 than in 2009. Notwithstanding these fluctuations in accredited research output, some stability is expected in an upward trend going forward.

External engagement

With the finalisation of SAICA's competency framework in 2009, the Department of Accountancy, in consultation with SAICA, engaged in a major revision of its BCom Accounting programme in 2010, with the

aim of establishing two distinct Accounting degree programmes: one with a general Accounting focus and the other with a Chartered Accountancy focus. If approved, implementation is expected to take place in 2012.

Significant progress has been made with the research project on the history of the accounting profession in SA. The Centre will officially be launched in 2011.

The Department successfully launched a Grade 12 Accounting project, with two schools participating. Together with the Department of Economics and Econometrics, the Department is involved in a community project at the Soweto Campus, which is sponsored by the DeBeers diamond company. The Department's involvement includes offering Accounting classes to learners from schools in the area.

The Department of Economics and Econometrics, in collaboration with the South African Foundation for Economic and Financial Education and the US-based Council for Economic Education, is involved in training teachers of Economics, by providing special skills needed for the teaching of the subject. The Department has been involved in training secondary school teachers in Economics and active learning strategies. Since teachers touch the lives of many people, this enables the Department to reach a large number of people directly and indirectly. Starting in 2009, the staff of the Department have held: over 15 half-day workshops for teachers across Gauteng, including areas such as Soweto, Tembisa, Soshanguve, Randfontein, Daveyton and Bronkhorstspruit; one four-day and one two-day workshop for selected teachers from all of Gauteng's districts; and a two-day workshop for pre-service teachers. Economics lessons written by Economics staff have been used by teachers in Gauteng, KwaZulu-Natal and Mpumalanga.

The Department of Economics and Econometrics has begun to establish strong ties in both the private and public sectors, through key initiatives such as the Centre for Local Economic Development (CENLED), which is currently engaged, together with the Department of Trade and Industry, in a national project aimed at capacity-building in local economic development. A grant of R5 million rand was received for the project. The Department is also at an advanced stage of negotiations with the International Economic Development Agency for the use of its courses in local economic development (with a South African dimension) as well as the relevant accreditation. The Department of Economics and Econometrics has recently established the Centre for Competition Economics. The Centre aims to promote the field of competition economics, which is in its infancy stage in South Africa. The contribution of the Centre will mostly be in terms of accredited research outputs, teaching and supervision, in order to make the field of competition economics more attractive for students majoring in Economics.

Following elaborate consultation with stakeholders in 2009, the Department of Commercial Accounting finalised the curricula of its new UJ Diplomas in Accountancy, Financial Information Systems and Credit Management in 2010. Although approval for the name change of the diplomas has not yet been received from the Council of Higher Education, the Faculty has proceeded with the implementation of the new curricula in 2011. The new Diploma in Accountancy creates another tier of accreditation in the accounting profession, whereby individuals register as accounting technicians with the Association of Accounting Technicians (AAT) of South Africa – a joint venture between AAT (UK) and SAICA. Most lecturers received Pastel Evolution training and Pastel has been integrated into all new diplomas.

Academic access and equity

In 2010, the Department of Accountancy continued to run the Equity Development Programme to assist African and Coloured students enrolled for BCom Honours (Accounting) (with specialisation in Chartered Accountancy). The undergraduate programme was funded by the Thuthuka Bursary Fund and the National Student Financial Aid Scheme (NSFAS). The BCom Honours (Accounting) (with specialisation in Chartered Accountancy) Equity Programme was funded via the Thuthuka Bursary Fund by the Financial and Accounting Services Sector Education and Training Authority. For the first time in the history of the Department, the majority of students who passed this honours were black.

BCom Extended programmes were in their fourth year of existence in 2010. They succeeded the BCom Foundation Programme, which ran for several years prior to 2007. BCom Extended programmes represent a real commitment of the Faculty to broaden access to higher education, by providing an alternative study path with strong foundational academic development for students who generally do not meet the admission requirements for regular BCom degrees (or due to space constraints could not be accommodated, following

a selection process involving ranking). The final enrolment for BCom Extended Degrees was 390 for 2010 (373 in 2009), comprising 84 students on APK and 306 on SWC.

Special achievements

Some of the notable achievements in 2010 are as follows:

- Outstanding results in the 2010 QE by the Department of Accountancy: contributing the highest number of successful candidates in the examination when compared with other residential universities, with a pass rate of 87% achieved, two candidates on the top 10 list, eight out of 25 *cum laude* candidates and 25% of all black African candidates;
- Mr Arnold Wentzel from the Department of Economics and Econometrics received the Vice-Chancellor's Award for Teaching Excellence;
- Mr Alain Kabundi from the Department of Economics and Econometrics received the Vice-Chancellor's Award for Most Promising Young Researcher of the Year;
- A grant of R5 million from the Department of Trade and Industry was received by CENLED of the Department of Economics and Econometrics for a national project aimed at capacity-building in local economic development;
- Successful completion of the Chief Financial Officer of the Future research project, on behalf of SAICA, by the Department of Accountancy;
- Significant progress with the implementation of a new teaching and learning model by the Department of Accountancy;
- Most of the lecturers in the Department of Commercial Accounting received Pastel Evolution training to enable them to prepare for Pastel being integrated into a number of modules from 2011;
- Outstanding results in the CIMA exams: highest mark for Enterprise Strategy and top CIMA in South Africa as well as the seventh-highest mark in the world.

All things considered, the Faculty of Economic and Financial Sciences has grown in both stature and strength in 2010. Given its clear financial focus and the solid progress that it has made in the past six years, the Faculty is proud of the strides it has taken towards the attainment of academic excellence.



Amanda Dempsey (Prof)

Executive Dean: Faculty of Economic and Financial Sciences

FACULTY OF EDUCATION

Introduction

2010 was a seminal year for the Faculty of Education in terms of its footprint on the University's Soweto Campus. Two major programmes of activities were launched on the Soweto Campus: one in education leadership development, in collaboration with the Harvard Graduate School of Education (HGSE), and the other in childhood education.

The leadership development programme of activities led to the establishment of the Education Leadership Institute on the Soweto Campus in November 2010, coinciding with a visit from the Dean of the HGSE. The Institute will serve as a learning hub and supporting institution for the ongoing professional development of school leaders and education officials.

The childhood education programme activities are linked to the UJ Institute for Childhood Education (UJICE). This Institute has the Funda UJabule Training/Research School, on the Soweto Campus, at its core. This school is a partnership between UJ and the Gauteng Department of Education and it opened its doors for the first two Grade R classes in February 2010. Groundbreaking longitudinal research on childhood development and schooling has taken off at UJICE, in collaboration with the University of Basel. The research enquires into

children's cognitive development, mathematical concept development, language development and literacy development, during the first four years of formal education.

The decision was also made in 2010 to relocate the Executive Dean's Office as well as the Department of Educational Psychology and the Department of Leadership and Management to the Soweto Campus in 2011 and to establish a new department on this campus, namely, the Department of Childhood Education.

Faculty governance

- The Faculty Executive Committee, consisting of the Dean, Vice-Dean, heads of departments and Head of Faculty Administration, met twice a month during 2010. The main purpose of the Committee is to provide leadership and management with regard to the execution of the Faculty's vision, mission, values and strategy and to serve as an immediate consultation/sounding board for the Executive Dean when necessary.
- Activities and tasks within departments are managed by the heads of departments. The integrated nature of the core activities in the Faculty demands that activities and tasks be coordinated cross-functionally within a flat structure. Consequently, Faculty committees play an important role. The following committees were functional in the Faculty: Academic Ethics Committee, Recognition of Prior Learning Committee, Community Engagement Committee, Research Committee, Initial Professional Development of Teachers Committee, Continuous Professional Development of Educators Committee, BEd Hons Committee and Higher Degrees Committee.

Academic performance

- The enrolment figure for 2010 was 5 017, with a decrease of 15 from 2009.
- Enrolments in the undergraduate degree (BEd) increased from 863 in 2009 to 1 185 in 2010, which represents a 37,3% increase.
- Postgraduate enrolments decreased in 2010. The enrolment figure was 1 132, in comparison with 1 175 in 2009. This decrease was mainly due to stricter selection criteria that were applied in the BEd Hons, as well as the limiting of student numbers in some specialisation areas in the master's and doctoral programmes in order to ensure quality supervision of students. Enrolments in the Postgraduate Certificate in Education have increased from 185 in 2009 to 207 in 2010.
- First-time entering undergraduate enrolments increased in 2010 to 460 compared to 390 in 2009. The number of first-time entering students has been increasing every year since 2008.
- The student profile of the Faculty in terms of equity reporting was: African: 80%; white: 14%; Indian: 4%; and Coloured: 3% (87% black).
- The student profile of the Faculty in terms of gender was: female: 67% and male: 33%. The female enrolment has increased by 2%, mainly in the undergraduate African female group.
- A total number of 66 students enrolled for the BEd Foundation Phase programme, which was implemented for the first time on the Soweto Campus in 2010.
- The full-time equivalent (FTE) degree credit success rate has been increasing in the undergraduate degree (BEd), from 86,8% in 2008 to 87,85% in 2009 to 88,2% in 2010.
- There has been a decline in the FTE degree success rate in the Advanced Certificate in Education programme, from 80,1% in 2009 to 79,3% in 2010.
- The overall FTE degree credit success rate for the Faculty was 79% in 2010, which is a 1% increase relative to 2009.

Academic employees

- The academic staff profile (54 full-time permanent academics) in terms of levels was: professor: 13%; associate professor: 13%; senior lecturer: 39%; and lecturer: 35%.
- The academic staff profile in terms of academic qualifications was: staff with doctoral degrees: 67%; staff with master's degrees: 31%; and staff with honours degrees: 2% (one staff member).
- The academic staff profile in terms of equity reporting was: white: 45%; African: 22%; Indian: 22% and Coloured: 11% (55% black).

- The academic staff profile in terms of gender was: male: 57% and female: 43%.
- The following achievements of staff members warrant special mention:
- Prof Elbie Henning was selected as a Lifelong American Educational Research Association Fellow.
- National Research Foundation-rated researchers with C-ratings (established researchers): Prof Juliet Perumal and Prof Chris Myburgh. Prof Elbie Henning has a B-rating (an internationally recognised researcher).

Research

- The Faculty research output in terms of accredited journals amounted to 29,32 units (0,54 per capita) in 2010. This represents an increase of 13,5 units (15,82 in 2009), which is an increase of 46%. Another five articles were published in peer-reviewed journals. Seven papers were published in conference proceedings and four chapters in research books. Staff also contributed six chapters in textbooks.
- Faculty staff were involved in the following externally funded research projects/programmes:
 - NRF Research Niche Area programme, with six projects (2007-2011) in the areas of initial teacher education, literacy and communication, mathematics and science education, educational psychology (life orientation teachers) and technology education, located in the Centre for Education Practice Research;
 - Two projects were funded by the South Africa-Netherlands Research Programme for Alternatives in Development: one on child-headed households and another focusing on women leading in disadvantaged schools;
 - Projects focusing on the following areas were funded by the Gauteng Department of Education: a medium- to long-term strategy for the selection and implementation of E-Content within the Gauteng Department of Education E-Learning Framework; Science Education in the General Education and Training and Further Education and Training bands; learning to become a teacher – novice teachers entering the profession; systems innovation for the effective management of school-based assessment in outcomes-based education in Grade 12; and a project focusing on National Senior Certificate examination script analysis;
 - Two projects situated in the Centre for Education Rights and Transformation, focusing on education rights, were funded by the Foundation for Human Rights and the Rosa Luxemburg Foundation.
- The Faculty hosted a successful Social Sciences Research Methodology Winter School. The programme Chairperson was Prof Max Bergman, a visiting professor from the University of Basel in Switzerland.
- The Faculty's internationally accredited journal, *Education as Change*, (located in the Centre of Education Practice Research) had another successful year. This journal is indexed and abstracted in the Social Sciences Citation Index, the Social Scisearch and the Journal Citation Reports/Social Sciences Edition. The Centre for Education Practice Research also launched another journal in 2010, namely, the SA Journal of Childhood Education. The general scope of the journal is on language and literacy, numeracy, initial science education and learning and cognitive development – all of which are critical issues in early childhood education. This journal is the first of its kind in South Africa.

Public lectures and conversations

The Faculty hosted five public lectures/conversations in 2010:

- *Values Education, Quality Teaching and Service Learning: The Troika Working Together for Student Well-Being*, delivered by Professor Terence Lovat, Pro-Vice Chancellor (Education and Arts), University of Newcastle, Australia;
- *Diversity-Oriented Transformation for Teaching and Learning*, delivered by Prof Teboho Moja, a professor in higher education from New York University;
- *Developing Competence in Context: The "Problem" of Teaching and Learning in Schools*, delivered by Prof Max Bergman from the University of Basel;
- *Preparations for Literacy Success: Family Contributions*, delivered by Professor Catherine Snow from the Harvard Graduate School of Education;
- *Why Care About Child Care*, delivered by Prof Kathleen McCartney, Dean of the Harvard Graduate School of Education.

Conclusion

In 2010, the Faculty of Education's learning programmes, community engagement activities and research programmes bore testimony to its vision of an engaged and dynamic Faculty – a faculty that advances education as professional practice and as field of scholarly inquiry through excellence in teaching, research and community service.



Sarah Gravett (Prof)

Executive Dean: Faculty of Education

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

Strategic initiatives

Some of the major strategic initiatives in the Faculty are outlined below:

Technology thrusts

In the year 2010, 10 technology thrusts were identified to become the major strategy drivers in making the University of Johannesburg a leading technological university and, among these, the ones that involve the Faculty of Engineering were: (1) water science and materials technology, (2) energy and environment, (3) automation, instrumentation and control, (4) logistics, (5) manufacturing, (6) mining industry, (7) information technology security and (8) telecommunications and signal processing. These thrusts cut across disciplines and will define the Faculty in the next 10 years. There are a great deal of correlations between these thrusts and efforts will be invested in the rationalisation of these.

Metal Casting Technology Station

The Station is a joint initiative between the University, the Department of Science and Technology, Technology Innovation Agency and the German Technical Corporation. Its purpose is to stimulate innovation on metal and abrasion-resistant castings, foundry sands and the production of ultra-hard alloys. Furthermore, it aims to promote the transfer of knowledge between teaching, research and marketing, personnel in the station support and emerging high-technology companies, via governmental small business incentives.

Intelligent System Modelling

An overarching research group incorporating all schools, which was established in 2009 to develop innovation in the area of intelligent technologies applied to all disciplines of engineering, was active in 2010. The research group was capacitated by the Council for Scientific and Industrial Research (CSIR). A number of projects were executed in the areas of information security, biomedical engineering, finite element model updating, risk analysis and condition monitoring.

Faculty strategy and structure

The Faculty of Engineering and the Built Environment at the University of Johannesburg is one of the largest engineering and the built environment faculties in South Africa. Because of its size, strategic location in the Gauteng province and the comprehensive nature of the programmes it offers, the Faculty is well positioned to play an important role in the development of human capital and relevant knowledge. The Faculty offers the full range of professional engineering and built environment qualifications which were previously offered by different institutional types and which require different knowledge and competency outcomes. This gives the Faculty a broad range of skills and expertise, with the potential to address issues from both a theoretical and practical point of view.

The vision for the Faculty of Engineering and the Built Environment is to be a leader in educating well-qualified professionals in Engineering and the Built Environment as well as to produce applicable knowledge

that meets the demands of the South African economy. The Faculty:

- Provides education that is fit-for-purpose, dynamic and adaptable;
- Advances South Africa's developmental agenda;
- Is a flourishing faculty in terms of research, innovation, community engagement, teaching and learning;
- Practises active leadership and the principles of "leading by example" and "engineering the future".

The Faculty strives for excellence in teaching and learning and to be in positive engagement with South African society. Owing to the historical location of the different programmes, the Faculty is located on both the Doornfontein and Auckland Park Kingsway Campuses of UJ. Since 1 January 2005, the Faculty has been transforming itself into a single academic entity that takes advantage of the strengths of both the technology and science programmes that are mutually reinforcing and complementary.

The schools system was introduced in 2010, in an effort to drive the merger to its completeness. The Faculty is organised into four schools and the structure was completed and started operating in the second quarter of 2010. The four heads of schools were selected from nominations by the Faculty and were screened before appointment. Along with the schools system, there were also some mergers of departments. The Faculty is embracing the notion that a department is formed along the lines of common academic and industrial interests, rather than a single qualification.

Prof W. Clarke: Head, School of Electrical Engineering:

- Electrical Engineering Technology;
- Electrical and Electronic Engineering Science.

Dr M. Dundu: Head, School of Civil Engineering and the Built Environment:

- Civil Engineering Science;
- Civil Engineering Technology;
- Construction Management and Quantity Surveying;
- Town and Regional Planning.

Prof A. Nel: Head, School of Mechanical and Industrial Engineering:

- Mechanical Engineering Science;
- Mechanical and Industrial Engineering Technology.

Prof A. Mulaba: Head, School of Mining, Metallurgy and Chemical Engineering:

- Mining Engineering;
- Mining Surveying;
- Metallurgy;
- Chemical Engineering.

The main goals of the schools system are to:

- Foster multidisciplinary research and teaching and integrate technology with science and similar disciplines in order to exploit the economies of scale;
- Consolidate the Doornfontein and APK Campuses to form one united Faculty;
- Align management structures with operational and administrative functions and increase administrative, teaching and research efficiencies, as well foster flexibility to allow for the introduction of new departments and research centres.

In 2010, the first year of implementation of the schools system, the heads of schools focused on research development, staff and academic development, strategic planning and resource allocation. The heads of schools also took up particular portfolios on behalf of the Faculty in order to enable more effective engagement with the University and its stakeholders on strategic issues.

The meeting structures were modified in accordance with the new structure. In the past there were two Programme Committees representing the technology programmes and science programmes. Each one consisted of the Dean, Head of Faculty Administration, respective vice-dean and heads of departments from the respective qualification type (technology or science). There was a single Faculty Executive Committee, consisting of all of the heads of departments, the Dean and vice-deans. This structure resulted in redundancy in the meetings and a certain degree of meeting overload.

The Faculty Executive Committee now consists of the Dean, a vice-dean, the Head of Faculty Administration and the four heads of schools. The Committee can now focus on more strategic issues. In the current structure, there are still the two Programme Committees, but they are now each chaired by the Dean, there is a single vice-dean and the heads of schools are also members. Since the Programme Committees include the complete Faculty Executive Committee, they have been empowered to refer issues directly to the Faculty Board, without having to go through the Faculty Executive Committee. Meeting administration has also been aligned with the structure, in terms of minute taking, organising agendas, etc.

Opportunities for cooperation and collaboration across the technology and science programmes are provided through the schools structure and are facilitated by the heads of schools. Each school has common academic and industrial interests and, in this environment, academic staff members find modes of collaboration in research and in the development of industrial offerings.

The Faculty Research Committee and the Higher Degrees Committee were reconstituted, with a new structure consisting of heads of schools and other representatives from across the Faculty. Therefore, all the structures now have a good level of integration/participation across the two campuses.

The heads of departments can now be more focused on undergraduate programme quality and student support. The Faculty's Industrial Advisory Board continues to be a key player in strategic planning.

The Faculty continues to build value-adding partnerships with its stakeholders and is set to be one of the leading contributors to the realisation of the University's strategic goals. In 2010, the Faculty operationalised the memorandums of understanding between UJ, the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MerSETA) and the Chemical Industries Education and Training Authority (CHIETA), as well as continued to have productive relationships with the CSIR, Goldfields and other institutions.

Owing to the filling of all vacant administrative posts and training programmes attended by the staff, the processes and quality within Faculty Administration have improved tremendously. A new central selection process for all UJ applications was implemented in 2010, which was a challenge, but it has improved the process and quality of our applications. The managing of the online registration process on both campuses also remains a huge challenge because of the complexity of our programmes, but the Faculty managed to reach an overall online registration figure of 83% for 2010. We are now focusing on improvements in managing our processes within Faculty Administration to ensure that we provide excellent service to all our students and academic staff.

Undergraduate programmes

The Faculty's formal and subsidised qualifications include diplomas, BTechs, degrees and a full suite of postgraduate offerings. In addition, non-subsidised industry-approved short courses are offered by various departments. 2010 saw a slight decline in the overall headcount in the Faculty – but this was an adjustment for the high 2009 intake. In 2010, the Faculty had 6 859 registered students. The equity profile of students has remained fairly constant. The demand for entry into the Faculty's technology programmes remains strong, but must be managed in accordance with the University's enrolment plan and available resources. Departments within the Faculty are currently in a good position to select appropriate students. The Faculty had 4 518 students registered in the national diplomas in 2008, 4 483 in 2009 and 4 197 in 2010. The number of students enrolled in the BTech programmes was 1 012 in 2008, 1 172 in 2009 and 1 076 in 2010. The numbers of students enrolled in the BIng programmes were 1 272 in 2008, 1 478 in 2009 and 1 246 in 2010. The total number of students enrolled in both undergraduate and postgraduate programmes was 7 013 in 2008, 7 409 in 2009 and 6 859 in 2010. In 2009, 84,5% of students were African, 1,4% were Coloured, 3,2% were Indian and 10,9% were white; while in 2010, 85,1% of students were African, 1,4% were Coloured, 3,0% were Indian and 10,4% were white. The Faculty is committed to its core business of teaching and learning. Of particular concern is the number of international students in the Faculty. This is important because the long-term strategy of the Faculty is to prepare students to be adequately capacitated to deal with the world as it is, with all its complexity. In this regard, the numbers of international students in the Faculty were 4,9% in 2008 and 2009 and increased to 5,6% in 2010.

All of the qualifications in the Faculty are accredited by professional councils and all undergraduate programmes are subject to accreditation visits. The Engineering programmes are accredited by the

Engineering Council of South Africa; Town and Regional Planning by the South African Council of Planners; Construction Management and Quantity Surveying by The South African Council for Project and Construction Management Professions and The South African Council for the Quantity Surveying Profession; and Mining Surveying by The South African Council for Professional and Technical Surveyors. All Engineering programmes (both science and technology) will be under accreditation review in 2011. In 2010, the Faculty conducted a major mock accreditation exercise in order to review the status of our programmes. The results from this mock accreditation were factored into the preparation for 2011 accreditation. The major issues identified from the mock accreditation were:

- The low staff to student ratio;
- The repeating of examination questions;
- The security of examinations;
- The lack of moderation reports of the examination papers from the previous five years.

In terms of undergraduate academic performance, there was a slight increase in degree credit success rate, but it does not seem to be indicative of a trend when looked at over a longer time frame. In 2010, the Faculty introduced coupled modules for diploma programmes. This is similar to the concept of a year module – the idea being that students may progress from one semester to the next and be able to pass the first semester if the second semester performance is strong. For BTech programmes, two of the major programmes, Electrical and Mechanical, have been changed to a full-time programme in order to improve throughput and time-to-completion.

In 2010, there was only one intake for the entire year and this resulted in benefits, on the one hand, of a decrease in staff loading, since classes did not have to be duplicated every semester; but, on the other hand, resulted in significantly large classes, which needs more focus in 2011. Also, the disallowing of double-dipping, which was done to bring the Faculty in line with UJ practice, where students cannot repeat a course in a calendar year, caused much upset amongst the students. Senior students were identified and given the opportunity – but the practice is being phased out.

One of the biggest obstacles to graduation is the work-integrated learning (WIL) for the diploma programmes and workplace practice for the degree programmes. In order to deal with the workplace practice problem, this module was removed in 2010 from the degree programmes, but there are still students in the pipeline that require this course. The reason why this course was removed was because it is not a required subject by the Engineering Council of South Africa. In order to deal with the WIL problem, a three-pronged strategy was adopted by the Faculty and its elements are:

- Capacitating the internal systems to be able to deal with WIL. In order to do this, monitoring and evaluation systems were capacitated and Mrs Dudu Mkhize was appointed to deal with external relationships regarding WIL. Mrs Mkhize is also a member of the Engineering Council of South Africa;
- Forming strategic partnerships to capacitate WIL. To this end, the memorandum of understanding with MERSETA and CHIETA was signed in order for these organisations to fund WIL. Other players, such as the Department of Public Works, have been identified;
- Building in-house WIL capability: To this end, a proposal under the guidance of the Development Committee has been developed to mobilise funding for this initiative. Tremendous progress has been made with the National Skills Fund.

The success rates for the national diploma programmes were 74,72% in 2008, 74,98% in 2009 and 74,62% in 2010. This performance can be greatly enhanced if WIL is capacitated and plans are underway also to improve attendance of tutorials. For the BTech programmes, the success rates were 79,33% in 2008, 75,19% in 2009 and 74,29% in 2010. The performance of the BEng programmes was 75,46% in 2008, 67,4% in 2009 and 73,86% in 2010. Overall, the performance was 75,55% in 2008, 73,01% in 2009 and 74,13% in 2010.

Engineering education

As part of the teaching and learning strategy of the University, an Engineering education initiative was established in the Faculty in January 2009 for Faculty students. It is complementary to the more general work of the centralised University's Academic Development Centre and has concentrated on doing specialised work that cannot easily be carried out by academics in individual departments over and above their normal

teaching load. The objectives of this Faculty initiative are: (a) to maintain academic standards; and (b) to improve throughput. Both objectives are simple to state, but not easy to achieve.

In 2010, the Faculty initiative has concentrated on three focus areas: (a) clarifying academic standards, by describing outcomes and level of achievement in programmes in more detail and translating these requirements into individual Engineering programmes; (b) piloting supplementary student support in the form of individualised interventions in reading/writing/critical thinking by specialists and identifying further interactive software for purchase, to be used by larger numbers of students for self-study; and (c) improved planning by ongoing development of student management and reporting tools, for optimum use of scarce resources.

An effort has been made to document the approaches followed formally – promising approaches in particular – in order to promote engagement and uptake by colleagues, as well as to support future approaches for external funding for scaled-up interventions.

Postgraduate and research

Research output increased significantly in 2010. In 2010, the Faculty produced 60 publication units, compared to 33 publication units in 2009 and 26 publication units in 2008. The achievement in 2010 is a historical record, which has not been achieved in the Faculty in the past. The number of research units in accredited journals increased from 14 in 2009 to 23 in 2010; book units from zero in 2009 to five in 2010; and conference units from 18,5 in 2009 to 32 in 2010. The number of registered master's students increased from 164 in 2008 to 197 in 2009 and to 252 in 2010; while the number of registered doctoral students increased from 37 in 2008 to 48 in 2009 and to 59 in 2010. Overall, the number of master's and doctoral students increased from 201 in 2008 to 245 in 2009 and to 311 in 2010. It is important to note that given the current staffing levels, this number of postgraduate students (master's and doctorates) is deemed to be excessive in terms of our research-supervision capacity. The big increase in research output can be attributed to the following strategic initiatives:

- Introduction of postdoctoral fellowships;
- Increase in the number of active visiting professorships;
- Aggressive postgraduate expansion;
- Increase in the number of staff with doctoral qualifications;
- Effective leadership in the Faculty, which is capacitated by the introduction of the schools system and the rationalisation of the vice-deans.

The following research groups are currently active in the Faculty:

- Business Operational and Stream Processing Research Group;
- Centre for Optical Communications and Sensors;
- Engineering and Technology Management Research Group;
- Industrial Electronic Technology Research Group;
- Minerals Processing and Technology Research Group;
- Small-Scale Mining Research Group;
- Telecommunications Research Group;
- Unmanned Autonomous Vehicle (UAV) Research Group;
- Water Research Group;
- Centre for Intelligent Systems Modelling.

The Faculty encourages staff members to be rated by the NRF. In this regard, the Faculty's number of staff members who are rated by the NRF grew from two in 2008 to three in 2009 and to seven in 2010. The number of postdoctoral fellows in the Faculty grew from zero in 2008 to one in 2009 and then to four in 2010.

Academic employee profile

The Faculty had 13 heads of departments, with five beyond retirement age but specifically recruited because of the dire shortage of senior academics willing to take the jobs. Of specific concern is the fact that of all the heads of departments, there are no women and only one Indian, one Coloured and one African (of Congolese descent). Staff development and succession planning remain a challenge and the Executive Dean, together with the heads of schools, is addressing these issues.

Some of the critical issues that should be noted from the year 2010 include:

- Recruitment is yielding a higher number of staff members who are capable of performing research and

are also relatively young in their careers.

- Bringing the number of part-time academic staff down to acceptable levels has now become a major strategic initiative – this is especially critical in light of the new Higher Education Qualifications Framework (HEQF) and the Faculty's planned offerings in the technology programmes.
- Succession planning is now a major issue – both at academic and management levels,
- Visiting professorships are strategically used as a way to capacitate the research agenda.

Within the academic staff, 23% were black South African, 73% were South African, 23% were foreign black and 27% were foreign staff. Given the demographics of the Faculty's student population, it is important to have a sufficient number of black staff members who are preferably domestic, but also foreign, to serve as role models for the students.

The Staff Qualifications Project was a major initiative in the Faculty and 30 staff members participated in the activities of the project. The number of staff members who improved their qualifications includes three staff members who obtained their doctoral qualifications in 2010 and one member who submitted his doctoral dissertation. One member of staff obtained his master's qualification, while another one submitted his master's thesis. The number of staff with doctoral qualifications increased from 38 in 2009 to 43 in 2010 (this figure excludes the four postdoctoral fellows) and 66,7% of the academic staff have at least a master's degree. In 2010, three visiting professors were appointed, compared to 11 in 2009. The reason why the number of visiting professorships was low was because it was observed that the majority of the visiting professors were not active and, therefore, a mechanism to screen their appointment was developed and implemented.

Equipment and laboratories

The status of our undergraduate laboratories has been of concern for some time. In 2009, the Faculty received a R70 million grant from the Department of Education and in 2010 most of the procurement processes were completed. The Faculty appointed Mr Deon Kruger as Project Manager for the upgrade of the laboratories. The start of the building works has been delayed somewhat by the internal procurement processes, but most of the installations are due to be completed by July 2011. Of specific concern is the number of technicians who will be required to operate this new state-of-the-art equipment.

Doornfontein Campus consolidation

Significant progress was made in the planned Doornfontein consolidation for the Faculty of Engineering and the Built Environment and the Faculty of Health Sciences. In 2010, the University purchased the Perskor Building in Doornfontein and it is planned that it be the primary home of the Faculty. In 2010, a major space-planning exercise was conducted and preliminary allocations were made for this project.

Notable achievements

- The Quantity Surveying programme in the Department of Construction and Quantity Surveying received accreditation from the South African Council for the Quantity Surveying Profession (based on the Higher Education Quality Committee (HEQC)) and, for the first time, the Department of Town and Regional Planning received full accreditation from the South African Council for Planners.
- The Department of Mechanical Engineering and the Department of Industrial Engineering were merged to form the Department of Mechanical and Industrial Engineering.
- The Department of Extractive Metallurgy and the Department of Engineering Metallurgy were merged to form the Department of Metallurgy.
- The schools system was formed in the Faculty and the following heads of schools were appointed: Prof A. Nel (School of Mechanical and Industrial Engineering), Prof W. Clarke (School of Electrical Engineering), Prof A. Mulaba (School of Mining, Metallurgy and Chemical Engineering) and Dr M. Dundu (School of Civil Engineering and the Built Environment).
- The positions of Vice-Deans of Teaching and Learning as well as Research and Innovation were merged into the Vice-Dean: Teaching, Learning and Operations. Dr Kim Battle was appointed to the merged position. The research responsibilities were given to the heads of schools, under the leadership of the Executive Dean.
- Goldfields donated R8 million to Mining Engineering.

- Professor Mulaba was appointed Chairperson of the Annual Progress Review Panel of the NRF.
- The UAV Group was the class winner and a record holder in the South African Solar Challenge 2010 Hybrid Class.
- Professor Marwala was appointed by the Department of Science and Technology on a task team that is developing the Human Development Strategy for Science and Technology.
- Professor Marwala was elected the Chairperson of the Deans' Committee for South African Universities' Faculties of Engineering.
- Members of the Faculty received the following strategic grants: NRF Poland/South Africa Research Collaboration and the Higher Education South Africa/IBSA Research Grant.
- The Faculty conducted a successful mock accreditation of all the Engineering programmes.
- Professor Johan Meyer received the Crown Publishers Chemical Technology Award for a Hybrid Vehicle.
- Professor Marwala was elected a Distinguished Member of the Association of Computing Machinery and a Fellow of the African Scientific Institute.
- Professor Marwala was elected a Fellow of TWAS (The Academy of Sciences for the Developing World).
- Professor Marwala was a member of the Executive Committee of the South African Academy of Engineering.
- Two members of staff were promoted: (1) Prof D. Thwala (Department of Construction Management) was promoted to associate professor and Dr Ouahada (Department of Electrical Engineering Science) was promoted to senior lecturer.
- The UAV group achieved the longest solar flight in South Africa and received media exposure for the South African Solar Challenge as far as Japan and Brazil.
- The UAV group established a joint collaboration agreement with the CSIR's Centre for Mining Innovation on the development of autonomous mining robots.
- The Photonics Research group developed a method for micro-machining of optical fibres. This is the only such facility in South Africa and one of the few in the world.



Tshilidzi Marwala (Prof)

Executive Dean: Faculty of Engineering and the Built Environment

FACULTY OF HEALTH SCIENCES

Introduction

The Faculty of Health Sciences focused on the following strategic aspects during 2010:

- Improving teaching, learning and assessment, with a focus on improving success and graduation ratios;
- Implementing mechanisms to improve the staff qualifications profile and to develop capacity to increase accredited research output;
- In addition to being recognised and registered as a Continuing Professional Service Provider, increasing the number of short learning programmes in the Faculty;
- Increasing the profile related to our community engagement activities, with a specific focus on sustainability and community empowerment;
- Participating and implementing mechanisms related to branding and marketing;
- Implementing mechanisms to ensure a better client-oriented paradigm;
- Contributing to aspects requiring intervention following the 2009 HEQC Audit.

Performance

Providing services across three campuses (APB, APK and DFC), 96 full-time academics (variations through the year due to resignations) provided a service to 3 556 learners.

There was a decrease of 207 learners compared to the enrolment figure (3 763) of 2009. This was planned, resulting from the envisaged implementation of the new South African Nursing Council qualification

framework. Registrations for master's qualifications increased by 9,6% (208 to 228), while doctoral candidates were similar in enrolment, with 45 for the reporting year compared to 46 for 2009.

Of the total enrolment, female learners comprised 71,3% compared to 73,1% in 2009. The total designated (excluding white females) undergraduate enrolments increased to 1 561 (67,5%) from the 1 515 (66%) in 2009. Of these, African enrolments increased by 3,5%, from 1 065 to 1 103 in 2010. The first-time entering undergraduates were 27,43%, compared to the 27,9% experienced in 2009. Postgraduate students comprised 34,96% of the total enrolment, while the total designated enrolment, excluding white females, was 71,3%.

82 international students (2,3%), comprising 61 undergraduate and 21 postgraduates, were registered, compared to the 72 (2,0%) of 2009 (56 undergraduate and 16 postgraduate).

Total success rates were significantly better than the University target of 78%, with an overall success rate of 85,6%, which is an increase of 1,6% compared to the 84% achieved in 2009. Undergraduate success rates improved from 85,5% to 86,8%, with postgraduate rates improving to 83,7% from the 80,2% achieved in 2009.

The total "technikon-type" success rates increased from 83,8% in 2009 to 85,3% in 2010; while the total "university-type" success rates increased to 90,1% from the 87,5% achieved in 2009. There was also an improvement in the success rate of international students – improving to 79,5% from the 76,5% obtained in 2009.

Intervention strategies to address areas where success rates in specific modules are not meeting set targets are implemented and monitored on an ongoing basis, through strategies such as the First-Year Experience programme, specific tutoring and allocating lecturers per study year to monitor progress and success.

During 2010, a total of 920 qualifications were awarded, compared to the 895 awarded during 2009. These included 46 master's and four doctoral qualifications (33 and nine respectively in 2009).

The Faculty continually strives to meet equity targets, in alignment with national imperatives. Of the academic support staff, 77% (64,1% in 2009) are from designated groupings. Of the full-time academic employees, 37% are from designated groupings. Of the nine faculties in the University, the Faculty has the second-most full-time academics from the designated groupings.

In terms of accredited research output, there has been an increase from 40,95 units in 2009 to 53,88 units during 2010. Of the 53,88 units, 15,95 were in Institute for Scientific Information journals, 36,93 were in South African journals and 0,75 and 0,25 were in the form of chapters in books and conference proceedings respectively. This reflects an increase of 29,1% in accredited journal publications, with 30% of publications in international journals. The Faculty target for 2010 related to this matter was 50 units.

Faculty members contributed to a number of international and national conferences – many as invited and plenary session speakers. External funding for research activities was obtained from the European Union, NRF, Medical Research Council, CSIR, Water Research Commission and the World Health Organisation.

During 2010, three visiting professors were appointed and five postdoctoral fellows assisted in the domains of Sport and Movement Studies, Laser Research Centre and the Food, Health and Environment Research Group. The seven rated NRF researchers (in the A, B and C categories) continue to add significant value to the research thrusts of the Faculty and University.

Following a process of review with external and internal reviewers, both the research centres in the Faculty (Water and Health Research Centre and Laser Research Centre) maintained their status as research centres within the University. They continue to contribute to the strategic initiatives of the University and the Faculty.

Two successful public debates, together with Médecins Sans Frontières (Doctors Without Borders) were hosted during 2010, with national and international panelists. The Minister of Health participated in one of the public debates, which had a specific focus on HIV/AIDS and tuberculosis. The Faculty also hosted a number of international and national visitors, while participating in international visits exploring international collaboration.

Regarding staff qualifications, 71% of staff now have at least a master's qualification, compared to 68% in 2009. Of these, 23% also have a doctoral qualification. At least 20 staff members are participating in the Staff Qualifications Project of the University, with the aim that all staff should at least have a master's qualification. The Faculty target remains to have 85% of staff members with a minimum of a master's qualification by the commencement of the 2012 academic year. 10 staff members are registered for doctoral degrees.

Quality assurance remains a key priority within the Faculty. Improvement plans are continually assessed and all regulatory requirements are adhered to. The Faculty also addressed strategies to ensure adherence to requirements stipulated by the HEQC, following the 2009 Institutional Audit. During 2010, the Quality Plan of the Faculty was approved by the Senate Quality Committee.

A comprehensive database for all short learning programmes was compiled and an audit related to compliance and quality during 2010 had no significant findings. For the reporting year, 28 short learning programmes were offered, compared to 18 during 2009.

Sustainable community engagement activities remain an integral part of the Faculty's pursuits and are included in Section Eight of this report.

Contributing to a sustainable and risk-free environment remains an important strategy for the Faculty. Contributions to minimising our carbon footprint, although in the initial stages, are actively engaged and interventions related to saving energy and minimising waste and recycling activities were implemented. A risk register, which serves on the agenda of committees such as the Faculty Board, Faculty Management and academic departments and support structures, are regularly updated and assessed for the different domains.

The following achievements and other activities warrant special mention and have not been alluded to earlier:

- A successful alumni function was hosted by the Department of Radiography in Kenya.
- Both Ms Motto and Ms van Dyk have been appointed as external assessors for universities in Ghana, Uganda and Sudan.
- Prof Dutton was elected to the National Committee of the Cereal Science and Technology forum.
- Mr C. Lambert has been appointed to a ministerial task team to develop a National Policy for Emergency Care Education and Training.
- Ms T. Haman has been elected as an executive member of the African Academy for Environmental Health.
- Dr T.G. Barnard was elected as President of the SA Young Water Professionals and also elected to the Water Institute of SA's Board of Directors and Council.
- Prof H. Abrahamse was recipient of the Vice-Chancellor's Award for Outstanding Researcher of the Year.
- Prof H. Abrahamse and Dr N. Houeild were elected as President and Treasurer respectively of the World Association of Laser Therapy.
- Ms I. Kearns was selected as one of the Fellows in Africa for the Academic Leadership Development Academy, while Prof K. Jooste was appointed as a faculty member of the Academy.
- Both the Departments of Homoeopathy and Optometry introduced new short learning programmes.
- The following colleagues were all appointed or elected to the following regulatory bodies and relevant boards:
 - Ms J. Motto – Health Professions Council of SA (HPCSA);
 - Ms J. Hind – HPCSA;
 - Ms F. Cassim – HPCSA;
 - Ms P. von Poser – HPCSA;
 - Mr C. Lambert – HPCSA;
 - Dr C. Yelverton – Allied Health Professions Council of SA.
- The Department of Chiropractic achieved international accreditation via the European Council for Chiropractic Education.
- The Departments of Optometry and Sport and Movement Studies had the highest accredited research output in the Faculty.
- Prof C. Burnett was nominated for the "Great Minds of the Twenty-First Century" at the University of Cambridge.
- The Department of Sport and Movement Studies hosted a special edition of the *African Journal for Physical, Health Education, Recreation and Dance*.
- The Department of Environmental Health signed an agreement with the City of Johannesburg, providing students with preferred placement for work-integrated learning.
- Dr A. Temane completed her doctoral studies.

Areas requiring attention highlighted in previous reports include:

- The physical facilities at DFC, although significant work has been done and the plans for the consolidation of

- the Faculty of Health Sciences and the Faculty of Engineering and the Built Environment are well advanced;
- Professional boards and associated powers, introduction of new courses and the implications thereof;
 - Staff retention and recruitment, the impact of the occupational specific dispensation and scarce skills.



André Swart (Prof)

Executive Dean: Faculty of Health Sciences

FACULTY OF HUMANITIES

Quality governance

The Humanities Quality Committee is responsible for the overall quality assurance of Humanities disciplines and qualifications and directs the planning of the academic quality reviews in the Faculty. During 2010, the roll-out of the Quality Review Plan was set, with the following reviews scheduled:

- The National Diploma in Public Relations in the Department of Strategic Communication: A steering committee has been formed and budgeting and the review panel will be approved soon;
- A review of all the qualifications within the Department of Strategic Communication, with a view to alignment and articulation;
- All the service modules in the Department of Applied Communicative Skills: This department offers a wide range of service modules to the Faculties of Engineering and the Built Environment and Management and some of these may effectively be consolidated;
- Preparation for module reviews in some of the departments that have very small enrolments in the School of Languages will start in the second semester of 2011;
- The reviews of the Department of Historical Studies and the Department of Anthropology and Development Studies will begin in 2012;
- New reviews may be approved in order to facilitate the alignment of Category C programmes with the HEQF.

Academic appointments

The Faculty has exceeded the equity target of 60%, with 64% designated new academic appointments and 75% designated new administrative appointments.

Performance

The increase in the overall undergraduate success rate from 2009 to 2010 is a significant 4,14% which, to a large extent, can be attributed to the successes of the tutorial system, the implementation of the FYE programme, the management of risk modules and swift attention to underperforming students.

“Risk” module management

“Risk” module management in the Faculty during 2010 paid off handsomely. Of the 19 modules (with more than 15 students) identified as risk modules at the end of 2009, only four could still be considered as a risk at the end of 2010: English 2B, Experiential Training 3, Historical Studies 2B and Sociology 1B. Of course, the dramatic improvement of the pass rate in some modules from 2009 to 2010 is also a cause for concern and must receive the same degree of attention as “risk” modules.

Research into teaching and learning

Various aspects of teaching and learning were the subject of some research in 2010, including:

- The use of a combination of APS and National Benchmark Testing (NBT) scores as predictors of academic success of students in the Humanities – a project led by Prof Alban Burke: Given the strong relationship

between English and Humanities courses, proficiency in language may be a good indicator/predictor of academic performance. The Academic Literacy subtest of the NBT may be able to provide some indication of a student's potential to perform well in Humanities courses. The research is ongoing;

- The influence of late registration in 2010 on first-year academic performance during the first year of study: The overall performance of first years during 2010 bears testimony to the success of the measures that were introduced to counteract the late registration of many first-year students, such as the introduction of extended academic skills orientation through means of tutorials, the alerting of students to the support that was available to them via text messaging, as well as alerting heads of departments and first-year lecturers to the presence and vulnerability of these students via emails and the various Faculty committee structures;
- The role of tutors and tutorials in first-year academic success: The results indicate a correlation between success and the availability of tutors and tutorials. Although not all departments utilised their tutors in group tutorials, the improved success rate indicates that the tutorial system worked well enough. According to data provided, only 47% of modules in the Humanities have tutorial sessions. Presumably, this conclusion is based on the percentage of module tutorials offered in formally scheduled timeslots in dedicated tutorial venues. This, however, does not reflect the number of tutorials scheduled by departments and offered in other venues;
- A tutor survey was conducted at mid-year during 2010 and the results were fed into an improvement of the system for 2011. Another survey will again be conducted after the first semester of 2011. Below are some of the main findings that informed changes made with a view to implementation in 2011:
 - Positives: (1) Both group and one-on-one contact sessions worked effectively. (2) Tutorials are *definitely* beneficial (tutors' emphasis) because tutors have seen improvements in student work. (3) Tutorials are smaller than big lecture classes, so students feel more comfortable in expressing themselves. (4) Tutors felt that their own confidence is boosted by tutorial sessions (a rewarding experience). (5) Mostly, tutors felt that there was good interaction and communication between lecturers/module coordinators and tutors. (6) Tutorials give tutors a chance to help students who are technologically challenged to use Edulink etc.

Edulink

Although the new Edulink software was piloted during the second semester of 2010 with a number of individuals, full deployment in 2011 revealed serious problems and caused countless difficulties for departments in the Faculty that make extensive use of all the functionalities of the software. Research will be conducted into the effects of the failure of this software.

First-Year Support Forum

In 2010, a decision was made to establish a First-Year Support Forum, comprising members of Faculty Management, one first-year lecturer per academic department, one first-year tutor per academic department and one first-year student per academic discipline, as well as representatives from Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD) and Edulink. The Forum will function to identify both problems and best practices and to establish leaning communities in the Faculty.

Success rate by programme

The pass rates in the diploma and BA programmes are all at or above 80%, while the pass rate in the Bachelor of Social Work is an exceptional 93%. Similarly, the honours pass rate of almost 89% is pleasing. The throughput rate for the research master's and doctoral degrees is receiving attention and needs to be improved.

Table 48: Success rates per programme: Humanities

1 st year of diploma	80,0%
2 nd year of diploma	89,6%
3 rd year of diploma	85,8%
BA programmes	80,0%
B Social work (4 th Year)	93,8%
BA honours	88,9%
Master's (coursework)	66,8%

Master's (research)	44,0%
Doctorate	15,2%
Average	79,8%

Table 49: Total Humanities graduates, 2010

National diploma	52
General academic first bachelor's degree	792
Professional first bachelor's degree (4 years or more)	31
Honours degree	239
Master's degree	41
Doctoral degree	5
Total	1 160

Postgraduate enrolment

The honours and master's enrolments both increased during 2011, although the increases could have been more substantial. Ironically, our drive to increase the throughput of postgraduate candidates results in fewer re-registrations each year, which therefore affects the overall enrolment. The 2011 enrolment is anticipated to be a significant increase.

Table 50: Postgraduate enrolment: Humanities

Qualification	2009	2010
Honours	369	382
Master's	275	286
Doctorate	115	115

Research performance

The research output in terms of accredited articles (134,74) is substantially higher in 2010 compared to 2009 (117,97). This represents an increase of 14,2%. The ratio of articles published in international journals as opposed to those published in South African journals is also rising steadily. In 2008, the ratio of articles published in international journals as opposed to local journals was 69%; in 2010, this ratio increased to 74% and it increased to 88% in 2010.

Table 51: Research output – international and local publications: Humanities

Year	SA	International	Total
2008	66,32	45,83	110,15
2009	67,50	50,47	117,97
2010	71,62	63,12	134,74

The total output submissions to the Department of Higher Education and Training (DHET) are reflected in the table below:

Table 52: Research output: Humanities

Year	Articles	Books	Chapters	Proceedings	Total units
2008	110,15	20,00	11,50	1,00	142,65
2009	117,97	23,16	6,79	0,50	148,42
2010	134,74	14,86	6,83	2,00	158,43

It is pleasing to note that a greater percentage of the total output for 2010 is derived from accredited articles, rather than from books and chapters. While the latter are always important in the Humanities, and will remain as such, they do not provide the clear-cut DHET outcome that is achieved by accredited articles. The number of units claimed in terms of books has decreased from 23,16 in 2009 to 14,86 in 2010. The number of units

claimed for chapters in books has remained more or less constant, with 6,79 units claimed for 2009 and 6,83 units claimed for 2010. The claim for conference proceedings is substantially higher for 2010 at two units, as opposed to 0,5 units claimed in 2009.

Postdoctoral fellows

The Postdoctoral Fellowship Programme is critical for a steady increase in research. Postdoctoral fellows are expected to produce at least two research units per year. While they produced one unit on average each during 2009, that average has increased to close to two units each in 2010. The Faculty aims to increase the number of postdoctoral fellows to 25 in 2011.

Rated researchers

The Faculty intends to create a steady, ongoing increase in rated researchers. The increase, in recent years, is from 12 (2008) to 16 (2009) to 20 (2010). Eight researchers submitted applications for rating in January 2011.

Table 53: Rated researchers: Humanities

2008		2009		2010	
Rating	Name	Rating	Name	Rating	Name
B1	Prof D.J. Geldenhuys	A	Prof T. Metz	A	Prof T. Metz
B1	Prof B.C.E. Hendrickx	P	Prof L. Hamilton	P	Prof L. Hamilton
B3	Prof P. Alexander	B-1	Prof D.J. Geldenhuys	B-1	Prof D.J. Geldenhuys
C2	Dr P.P. Fourie	B-1	Prof B.C.E. Hendrickx	B-1	Prof B.C.E. Hendrickx
C2	Prof C.H. MacKenzie	B-3	Dr D. Scott-Macnab	B-3	Dr D. Scott-Macnab
C2	Prof J.M. Uys	B-3	Prof P. Alexander	B-3	Prof P. Alexander
C2	Dr D. Scott-Macnab	C-1	Prof E. Ruttkamp	C-1	Prof E. Ruttkamp
C3	Dr T. Hendrickx	C-2	Prof C.H. Mackenzie	C-2	Prof C.H. Mackenzie
Y1	Dr N. Erlank	C-2	Prof J.M. Uys	C-2	Prof J.M. Uys
Y2	Prof R. Smit	C-2	Dr L. du Toit	C-2	Dr L. du Toit
L	Prof K.I. Scherzinger	C2	Prof K.I. Scherzinger	C2	Prof K.I. Scherzinger
L	Dr S.M. Beukes	C2	Prof F. Cloete	C2	Prof F. Cloete
Total	12	C-3	Dr T. Hendrickx	C-3	Dr T. Hendrickx
		Y1	Prof N. Erlank	C2	Prof M.S. Buhlungu
		Y2	Prof R. Smit	C	Prof K. Collins
		L	Prof S.M. Beukes	C	Prof C.J. Conradie
				C	Dr M. Lombard
				Y1	Prof N. Erlank
		Total	16	Y2	Prof R. Smit
				L	Prof S.M. Beukes
				Total	20

Faculty seminars

The Faculty launched its public seminar series in 2007. The intention of these lectures/seminars is to create a premier forum for academic discussion and debate. In 2010, the Faculty had 10 lectures, including lectures by Prof David Bunn, Dr Jaeho Kang, Prof Godfrey Tangwa and Prof Jane Taylor.

The Department of Sociology, together with the Department of Anthropology and Development Studies, also hosts a seminar series. The seminar series referred to as *The Wednesday Seminar* hosted 30 prominent South African and international speakers in 2010.

As part of the seminar series, the Faculty also hosts the annual Helen Joseph Memorial Lecture. The focus of the Lecture is to honour Helen Joseph as an iconic figure who played a significant role in the struggle for freedom in South Africa. She was unceasingly committed to the service of others. Helen was an inspirational symbol of integrity and courage. The keynote address at the 2010 Lecture, entitled *Worlds Apart: Rethinking Care in a Development Context*, was delivered by Shahra Razavi, a specialist in the gender dimensions of social development and Research Coordinator at the United Nations Research Institute for Social Development, Geneva.

Internationalisation

Academic members of staff have numerous research collaborations with academics globally – in Europe, the UK, USA, India, China, Brazil and Australia. Broader, Faculty-based initiatives and agreements exist with Hyderabad (India), Hong Kong, Bordeaux 3 (France) and Augsburg (Germany). There is much interaction between UJ Humanities academics and international academics, as international scholars give seminars at UJ and UJ academics attend international conferences. The increasing number of accredited articles published in international journals adds significantly to the reputation of the Faculty internationally.



Rory Ryan (Prof)

Executive Dean: Faculty of Humanities

FACULTY OF LAW

Introduction

Although the Faculty of Law of the University of Johannesburg is the smallest of the nine faculties of the University in terms of some indicators, it does not allow this fact to define it.

Governance

The Dean's Committee of the Faculty of Law is the management committee of the Faculty. It operates within UJ policies. The Committee normally meets twice a month during the academic year. The standing points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, recognition of prior learning, Faculty administration, academic matters, community service and transformation. This system has worked well in the past because the Dean, Vice-Dean, Head of Faculty Administration and all the heads of departments are members of the Dean's Committee.

Academic employee profile

At the end of the 2010 academic year, the Faculty had 10 permanent professors, three associate professors, 10 senior lectures and nine lecturers spread over five academic departments. Two more professors, one senior lecturer and five more lecturers were appointed on a contract basis – resulting in the employment of 40 full-time lecturers. All professors and associate professors have doctoral degrees, two of the senior lecturers have doctoral degrees and the others held master's degrees; while all but two lecturers have master's degrees. Five lecturers had NRF ratings. Of the full-time academic members of staff, 65% were white, 2,5% were foreign and 32,5% were from the designated groups. The Faculty uses temporary staff members in its undergraduate programmes by exception only and deployed two temporary staff members in the traditional Law courses and five in the service modules. A formal staff development programme focused on empowering full-time academic members of staff to develop mainly their teaching and research skills.

Academic performance

1 534 students were registered in 2010 for the Faculty's undergraduate and postgraduate programmes, of whom 40% were white and 60% were black. 66% of the students in the master's studies were black. For several years now, the majority of students in the Faculty have been female and the percentage of female students in 2010 remained at 62% – the same as in 2009.

2010 saw the second intake of students who followed the new school curriculum leading to the National Senior Certificate. Having learned from its experience in 2009, the Faculty introduced innovative interventions in teaching and learning on first-year level from the outset of the first semester. The Faculty's first-year programme is a model for other Law faculties and includes an integrated tutor system, the varied use of

technologies in support of student learning and the promotion of learning communities and collaborative learning. Consequently, the success rate in modules presented by the Faculty to first-year students increased from 67,5% in 2009 to 75,4% in 2010 (which is comparable to the success rate of 75% in 2008). The overall success rate in respect of all undergraduate modules in the Faculty increased from 73,9% in 2009 to 79,3% in 2010. The Faculty's commitment to teaching and learning is demonstrated by two of its members being honoured for their exceptional teaching and learning accomplishments during the 2010 Vice-Chancellor's Distinguished Awards Ceremony for Teaching, Research and Service beyond the Normal Call of Duty.

291 undergraduate degrees were conferred during three graduation ceremonies held in 2010 (285 in 2009). 8,8% of registered students were postgraduate students. One doctoral degree was conferred in 2010, while 10 students were registered for such a degree. 125 students were registered for master's studies and 33 master's degrees (20 in 2009) were conferred in 2010. The introduction of an LLM (Commercial Law) and the reintroduction of the LLM (Corporate Law) increased the range of postgraduate programmes offered by the Faculty. The reintroduction of the LLM (Human Rights) and LLM (International Commercial Law) over the period of 2011 to 2012 is expected to further increase the number of postgraduate students. The University conferred an honorary Doctorate of Law on Mr Justice Richard Goldstone on 28 September 2010. One of several public lectures hosted by the Faculty during 2010 was Judge Goldstone's lecture on *The Accountability for War Crimes*. It was held on the evening before the graduation ceremony and was facilitated by Judge Edwin Cameron of the Constitutional Court.

More than half of the lectures presented by the Faculty on an undergraduate level were presented not to the 1 534 students referred to above, but to students in other faculties for which the Faculty presents service modules up to third-year (exit) level. In 2010, the Faculty was responsible for 40 such modules and the total number of students registered for them was 12 045. Approximately half of the Faculty's academic staff present lectures exclusively in these modules.

In 2010, the Faculty presented 20 non-subsidised programmes (18 in 2009), ranging from short courses to certificates and prestigious diplomas. Two short programmes dealing with Insurance Law – one in respect of the Financial Advisory and Intermediary Services Act and a second in respect of Basic Short Term Insurance – were added to the programme mix and presented for the first time in 2010. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including Labour Law, Tax Law, Forensic Investigations, Money Laundering Control, Banking Law, Social Security, Environmental Law and the Drafting of Statutes. Several of the programmes are presented in two-year cycles and comprise more than one module. In 2010, the enrolment for the modules in these programmes was in excess of 2 000. 1 294 students completed the programmes they registered for in 2010. The programmes drew students from several African countries, mostly from the SADC region, but also from countries as far afield as the Sudan, Democratic Republic of the Congo and Tanzania. The programmes generated an income of almost R16 million (R15 million in 2009), which resulted in a net surplus to the Faculty of R1,37 million. However, more than R1 million thereof is needed to fund the Faculty's Law Clinic. The stature of the Diploma in Criminal Justice and Forensic Investigations, which already receives international recognition, was further enhanced when the Programme Director was awarded Honorary Lifelong Membership of the Association of Certified Fraud Examiners on 14 September 2010.

The Faculty's partnerships with local firms of attorneys and auditors translate into several practising attorneys and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. The Faculty and its members are rendering assistance to the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. Several of the Faculty's lecturers are involved in coordinating and presenting LEAD programmes. A number of the Faculty's partners in legal practice and the business world attend the Career Day that the Faculty and PsyCaD jointly host annually. These partners also provided the majority of the more than 70 awards, prizes and certificates with a monetary value of more than R220 000, which the Faculty presented to its top achievers at its annual awards function. The bridge that the Faculty seek to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. During 2010, former Judge of the Constitutional Court, Kate O'Regan presented a workshop to our students and newly appointed Judge of the Supreme Court of Appeal, Judge Leonora van den Heever presented a lecture to our final-year students. The Faculty also involves legal practitioners in its moot court

proceedings. The Faculty's Afrikaans team won the prize for the best heads of argument at the 2010 moot court competition arranged for first-year law students by the University of the Free State. This competition takes place yearly in the imposing buildings of the Supreme Court of Appeal in Bloemfontein. Our students also had the opportunity to participate in the Internal African Human Rights Moot Court Competition that the Faculty hosted on our Auckland Park Kingsway Campus in July 2010.

The Faculty has active exchange agreements with six foreign universities, namely, the Free University in Amsterdam (the Netherlands), Saarland University in Saarbrücken (Germany), the University of Antwerp (Belgium), the University of Augsburg (Germany), Yeditepe University (Istanbul, Turkey) and Reykjavik University (Iceland). Apart from this, the Faculty and its members have other strong international relations as evidenced, among others, by the number of foreign visitors hosted annually by the Faculty. In addition, the Faculty is an Information Centre on the Hague Conference on Private International Law, in terms of a formal agreement.

The number of subsidy-generating publication units in respect of articles was more than 60 in 2010 – an increase of 50% compared to 2009. One Faculty member co-authored a complete book. Faculty members were involved in updating two standard law textbooks and contributed at least 15 chapters in books. Members of the Faculty have been responsible for several other publications. These include 10 articles in non-accredited journals, several book reviews and the updating of loose-leaf publications. Faculty members presented almost 70 research papers at conferences, symposia, workshops and the like, with 17 of them on the international stage. The ATKV and SA Akademie awarded their joint prize for academic articles in Afrikaans covering all disciplines jointly to two of the Faculty's senior researchers in 2010.

The Faculty had three active research centres in 2010, namely, the Institute for Private International Law in Africa, the Centre for Banking Law and the Centre of International Comparative Labour and Social Security Law (CICLASS). These research centres produced publications, arranged seminars and submitted reports to national and international bodies. Some of them were also involved in the training of students, by way of non-subsidised programmes. Of particular note was the Annual Banking Law Update held on 21 April 2010. The Centre for Banking Law arranged this event, which has been presented uninterruptedly for more than two decades. CICLASS organised a symposium on double-dipping in the South African social security system at the Council Chambers of the University's Auckland Park Kingsway Campus. The symposium brought together academics, members of the judiciary, policy makers, social policy analysts and advocacy groups to discuss double-dipping in South Africa. There was particular emphasis on its regulation, challenges, justification (if any) and policy alternatives. Accordingly, the symposium identified and debated the shortcomings and challenges of double-dipping in the system and developed policy proposals towards its coherent regulation. The aim of the symposium was to add value to the government's ongoing quest to establish a comprehensive system of social security for South Africa. One of the many activities of the Institute for Private International Law in Africa was to compile a national report for the International Academy of Comparative Law on consumer protection in international relations, which was published in Paraguay. In 2010, the Faculty formed a strategic partnership with the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), which is based at the Old Fort on Constitutional Hill. As from 2011, the Institute was incorporated into the structures of the University. Successful events that SAIFAC hosted during 2010 include a series of seminars relating to public interest litigation, a seminar on *Transjudicialism and International Law: African Perspectives and Experiences*, a colloquium titled *The Constitution and the Commons*, a seminar relating to the extra-territorial obligations of states relating to socio-economic rights and a one-day symposium on the Constitutional Court's jurisprudence in 2009.

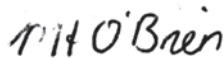
The risks posed to the Faculty all stem mainly from the fact that fewer than 20 permanent academic members of staff are actively involved with the core functions of the Faculty, apart from teaching and learning. This means that losing one such member has a huge impact on functions like research, community engagement and the generation of third-stream income. The retention of such members of staff is thus a priority.

Students received practical training at three law clinics, namely at the Doornfontein Campus, the Auckland Park Kingsway Campus and the Central Divorce Court in Johannesburg. During 2010, students and staff held over 2 000 consultations at these clinics. The Clinic rendered valuable community service and students received practical training at the same time. The Clinic retained its momentum despite challenges created by the 2010 FIFA Soccer World Cup and the public servants' strike that almost brought courts to a standstill;

the total confusion regarding the new Magistrate's Court rules; the repeal of the Divorce Court rules; and the conversion of the Divorce Courts to Regional Magistrates Courts. All the attorneys of the Clinic qualified as divorce mediators during 2010. One of the clinic principals was appointed by the Department of Justice and Constitutional Development to serve on the Advisory Board for the Small Claims Court for the Area of Johannesburg. The Director and staff of the Clinic further prepared for the opening of the Law Clinic on the Soweto Campus in 2011, which permitted the Faculty to close the Clinic at the Central Divorce Court at the end of 2009.

Members of the academic staff engage continually with the Faculty's stakeholders and the community – a summary of which is included in Section Eight.

The Journal of South African Law (better known by its Afrikaans acronym TSAR – *Tydskrif vir die Suid-Afrikaanse Reg*) has been published since 1976 under the auspices of the Faculty. It is an accredited journal which has recently been included on an internationally acknowledged leading list of accredited journals (in the Social Sciences Citation Index, under the auspices of Thomson-Reuters in the US). The Journal appears punctually four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 879 pages in 2010. 60 academic articles that met the stringent double-blind peer-vetting requirements were published, with five from foreign contributors. This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast of more foreign contributors. The contributions in the Journal have been quoted (and often followed) by our courts in reported judgements over the years, including by the Constitutional Court. Every rated legal textbook on South African law contains numerous references to and citations of contributions that have been published in TSAR. Contributions published in this journal are also often cited in international publications. By becoming one of only a handful South African law journals to be included on an internationally acknowledged list of accredited journals in 2009, the scholarly content of the Journal was recognised internationally. This stature was further enhanced by the inclusion of the journal in SCOPUS, the largest abstract and citation database of research literature and quality web sources, covering nearly 18 000 titles from more than 5 000 publishers, including 16 500 peer-reviewed journals in the scientific, technical, medical and social sciences (including the arts and humanities) fields. The aforesaid is clear proof of the very significant "footprint" or impact of this journal. TSAR acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection.



Patrick O'Brien (Prof)

Executive Dean: Faculty of Law

FACULTY OF MANAGEMENT

Introduction

The first six years following the establishment of the UJ Faculty of Management reflect the challenging dynamics of a complex merger. More specifically, this period bears testimony to a determined effort to forge both function and form in becoming a credible tertiary contributor to the pool of managerial and leadership talent.

By 2010, the Faculty of Management has emerged as a dynamic community of intellectuals working closely with the public and private sector in addressing management and leadership challenges in commerce. The end of 2010 also marked a subtle change in the strategic direction of the Faculty when Prof Stephen Kruger retired as Executive Dean and the reigns were handed over to Prof Daneel van Lill, the former Director of UJ's School of Tourism and Hospitality.

This report summarises the performance of the Faculty in 2010 and concludes with a glimpse of how the Faculty will be realigned with the University of Johannesburg's 2020 vision over the period of 2011 to 2015.

Strategic intent: 2005 to 2010

The Faculty of Management aspires towards excellence in management scholarship that pursues exciting new frontiers of knowledge and develops innovative, socially responsible leaders who are relevant in a global, interconnected market. Five thrusts supported the strategic plan of the Faculty of Management in 2010:

- The achievement of operational excellence;
- Growing the number of quality academic staff;
- Optimising undergraduate, postgraduate and research output;
- Consolidation of the programme qualification mix;
- The relocation of an optimal mix of academic programmes to the Soweto Campus.

These thrusts focused on the Faculty's contribution to the managerial landscape. Large numbers of UJ Management graduates, equipped with fine managerial and leadership qualities, are taking up important positions in society. During 2010, a total of 759 national diplomas, 898 bachelor's degrees and 228 honours degrees were awarded. In terms of research degrees, 82 master's degrees and 10 doctorates were conferred in Management in 2010. In addition, the Faculty's presence is also felt in South Africa's corporate and public sector, through the delivery of a range of 67 industry-customised programmes to 3 500 employees.

Performance

The Faculty has, since 2009, prioritised quality and operational efficiency. The student selection procedures aimed to improve the quality of first-time enrolments. On the higher degrees front, the management of students and the time taken to complete studies has improved in both the departments and within the functions of the Faculty Higher Degrees Committee.

In order to improve teaching and learning, staff members are encouraged to attend the workshops and seminars offered by the UJ unit for Academic Development and Support.

A new procedure was introduced in managing appeals from students who were excluded from continuing their studies based on poor performance. Here, the inclusion of representatives from PsyCaD and the Student Representative Council has proven to be successful.

Teaching and learning quality is also promoted via the different Faculty committees and through the dedicated efforts of the respective heads of departments. The Department of Business Information Technology and the Department of Business Management, for example, have successfully piloted the SAFENET project that is aimed at identifying early signs of pending failure and providing timeous support to students.

In addition, WIL continues to be recognised as a strategic strength of diploma programmes and remains a high priority in the Faculty's Quality Plan. Improvements have been made with WIL, in that all but two departments now ensure that undergraduate students attend the career preparedness workshops offered by PsyCaD.

As far as community engagement is concerned, departments are involved with a range of projects. The Students in Free Enterprise initiative is used as a vehicle to enhance the community engagement of the Faculty. In all, the Faculty has 32 projects that are up and running, involving NGOs, small, medium and micro enterprises and community-based organisations.

Growing quality academic staff

In providing credible qualifications, the Faculty is structured in nine departments, housing a total of 138 permanent academic employees. In addition, the Faculty employs 23 part-time and 42 academics in contract positions, as well as 55 permanent academic support staff members. Of the permanent academic staff, 46 hold doctorates and 57 hold master's degrees.

The equity profile of the Faculty shows that 38% of permanent members of staff represent designated groups, with an equal gender distribution. About 29% of temporary members of staff represent designated groups.

In order to improve the overall staff qualification profile, 32 members of academic staff signed up for the achievement of master's degrees through the Staff Qualifications Project in 2008.

When considering the number of staff enrolled for doctorates, the total number of academic staff enrolled for postgraduate studies increases to 54. Capacity-building of this magnitude has had a negative, yet short-term impact on the generation of publications.

It is concerning, however, that the Faculty has limited postgraduate supervision capacity and is in need of growing its pool of six associate professors and 18 professors in order to deliver on both supervision and publication output demands.

Optimising undergraduate, postgraduate and research output

In 2010, a total of 4 046 students enrolled for undergraduate degrees and 5 133 students for undergraduate diplomas. This totals the undergraduate cohort to 9 179 students. Postgraduate student enrolments include 510 honours degrees, 350 master's degrees and 104 doctoral enrolments, with a total of 964 postgraduate enrolments.

At the undergraduate diploma level, 90% of students were African, 3% were Coloured, 2% were Indian and 5% were white. At the undergraduate degree level, 64% were African, 5% were Coloured, 8% were Indian and 24% were white. Of the honours degree students, 54% were African, 4% were Coloured, 10% were Indian and 32% were white. At the master's level, 43% were African, 4% were Coloured, 6% were Indian and 46% were white. At doctoral level, 23% were African, 8% were Coloured, 6% were Indian and 63% were white. Overall, the postgraduate student equity profile reflects 47% as African, 5% as Coloured, 8% as Indian and 40% as white.

Pass rates at the undergraduate level were 77,9% for Africans, 77,1% for Coloureds, 79,7% for Indians and 82,2% for whites, with an average pass rate of 74,7% for all groups. At the postgraduate level, success rates were 67,1% for Africans, 53,8% for Coloureds, 69,4% for Indians and 72,5% for whites, with an average pass rate of 79,2% for all groups.

Our research output improved from 48 subsidy units in 2009 to an estimated 64 units in 2010 – showing a satisfactory improvement of 15,6 units (+32%). The Faculty's research capacity is boosted through 11 national and 19 international partnerships and also through three research centres, namely, the Centre for Information and Knowledge Management, the Centre for Work Performance, and the Institute of Transport and Logistics Studies (Africa) (ITLS Africa). The Centre for Work Performance manages the postgraduate students in the Department of Industrial Psychology and People Management. ITLS is heavily involved in major commissioned research projects addressing the paucity of skills in the transport arena.

Development work is being done on the launching of a Centre for Social Entrepreneurship and the Social Economy (CSESE), which will be based at SWC. The centres, with the exception of the CSESE, differ in the nature of their activities, but all manage DHET-accredited journals. The Faculty manages six journals that are all accredited by the Department of Higher Education and Training.

The Central Research Fund of the Faculty made 36 grants in all to researchers. Some nine research projects were funded, involving R288 310. Some 20 international travel grants were made, amounting to R251 499. In all, R675 999 was granted. The international travel grants were made subject to an article being submitted to a peer-reviewed journal, regardless of whether the paper presented at the international conference was included in peer-reviewed conference proceedings or not.

Consolidation of the programme qualification mix

Planning and foundational work was done on 17 new programmes to be introduced from 2011 to 2014. Of these programmes, 10 are master's degree programmes and two are doctoral programmes. A diploma focusing on sales is still in the developmental phase, as is the Diploma in Food and Beverage Operations. In addition, an existing BA and BA Honours Tourism Development will be incorporated into the Faculty's programme qualification mix.

The Faculty Board also approved 12 non-credit and credit-bearing short learning programmes. Departments also incorporated a Citizenship module, which includes learning elements on HIV/AIDS. Some 35 non-subsidised programmes were presented in 2010, involving 3 748 participants. The courses of the Department of Transport and Supply Chain Management drew 2 503 students. An income of R40 928 669 was generated – yielding a profit (before the deduction of the UJ levy) of R15 140 551.

The relocation of an optimal mix of academic programmes to the Soweto Campus

In contributing towards the equitable provision of reputable management education on all UJ campuses, the Faculty focused its investment on the Soweto Campus. It now offers three degree programmes and two

diploma programmes in Soweto and plans to extend these offerings to include a wider range of national and extended diplomas and a Master's programme with specialisation in Leadership in Developing Economies.

In conclusion, the Faculty of Management is dedicated to the training of managers with exceptional leadership qualities – independent, strong-minded, well-informed and progressive thinkers – so that they may contribute to the management of sustainable enterprises and the greater social good.

2010 highlights

The Faculty staff members participating in the Staff Qualifications Project have progressed well and, in 2010, four were scheduled for completion. One staff member was granted membership of the International Federation of Information Processing's Technical Committees 8 (Information Systems) and 11 (Security and Privacy Protection in Information Processing Systems).

The Head of Department for Business Information Technology received the Project Management South Africa Excellence in Research Award for researchers who are actively contributing to the local and global body of knowledge by conducting and publishing scientific research in portfolio, programme and project management.

A colleague in Business Management received the Sasol prize for the best achievement for a PhD/master's student at the University of Pretoria.

Nine colleagues were recognised by the Faculty for teaching excellence. Three rated researchers in the Faculty were also recognised for their achievements.

A colleague in Industrial Psychology and People Management received the Presidential Award from the President of the American Society of Training and Development's Global Network South Africa for her contribution to the training profession in SA in 2010.

A colleague in Transport and Supply Chain Management was invited to join the editorial review board of the *International Journal of Physical Distribution and Logistics Management* as a leading researcher in the field. Two other colleagues in the Department were also recognised: one was appointed as member of the Advisory Board (Eastern and Southern African region) of the International Forum for Rural Transport and Development and the Head of Department was invited to join the Board of Advice of the Institute of Transport and Logistics Studies at the University of Sydney.

A colleague in the School of Tourism and Hospitality (STH) was appointed by the Minister of Tourism to develop the National Tourism Sector Strategy. STH also co-hosted the International Summit on Tourism, Sport and Mega Events, in collaboration with the SA Ministry of Tourism and the United Nations World Tourism Organisation. About 900 delegates from 38 countries and 28 international ministers of tourism attended. The STH also recruited a research professor, with the position being funded by a Nedbank donation. A Master's Degree in Tourism and Hospitality Management was registered with the South African Qualifications Authority and the HEQC for implementation in 2012. The STH furthermore received a prestigious Welcome Award at the Indaba for best casual dining and overall best restaurant.

Running a commercial enterprise such as the Commercial Unit within the School for Tourism and Hospitality from within a faculty remains challenging.

Sustainability performance

The cruel realities of the global economic downturn reinforced that every managerial decision has some or other impact on our internal and external stakeholders, our sensitive interconnected ecological systems and the manner in which we generate profit. Consequently, the Faculty of Management reflected on the conscious and unconscious impact of its existence on other subsystems. The Faculty is now engaged in finding ways to combine profitable operations with careful attention to the well-being of both students and staff, while staying focused on careful stewardship of Faculty resources. Moreover, the Faculty of Management commits to demonstrating that it lives the theory of sustainability in ensuring appropriate output. This strategy extends to include community engagement, where members of staff and students volunteer in adding value to communities affected by our existence.

The way forward

When looking 10 years ahead, the Faculty of Management firmly supports Jim Collins' notion of "Good is the enemy of the Great". While contributing to the repositioning of UJ as a leading university towards 2020, the Faculty will focus on improvement in five areas:

- Strengthening our network of collaborative projects among public and private sector stakeholders;
- Attracting or growing and retaining the best academics in the field of managerial science;
- Becoming the first-choice destination for undergraduate students;
- Becoming the first-choice destination for postgraduate students;
- Positioning the Faculty as a major contributor of relevant research output within the University of Johannesburg and among the other South African faculties of commerce.

Conclusion

In conclusion, 2010 was as intense a year as any other in the evolution of a complex faculty. The development of new academic programmes and the quality assurance focus on short learning programmes will stand the Faculty in good stead if it is to remain competitive and become a faculty of choice. The momentum is upwards and onwards and this will be borne out in years to come.



Daneel Van Lill (Prof)

Executive Dean: Faculty of Management

FACULTY OF SCIENCE

Introduction

The vision of the Faculty of Science is to be a vibrant, dynamic and diverse scientific community that is a premier centre for the generation, dissemination and application of knowledge in the natural sciences and technology.

The commitment of the Faculty to the realisation of the vision, mission and strategic goals of the University and the Faculty is demonstrated by the achievements of the Faculty during 2010. The Faculty succeeded in achieving its key objectives in a number of critical areas. These include: creating an enabling environment for staff and students; elevating the staff profile of the Faculty; enhancing the learning experience of our students; increasing our postgraduate enrolments; improving success rates; enhancing the research profile of the Faculty, in terms of both the quantity and quality of research outputs; and advancing the impact of the Faculty, in terms of its public and community engagement and through its marketing endeavours.

Quality and Faculty governance

Quality promotion and good governance remain a key priority within the Faculty. The necessary quality structures are in place to ensure compliance with good governance practices and quality criteria, but these structures and their functions are evaluated continually. The various committees for the quality control of teaching-, research- and community engagement-related functions of the Faculty report to the Dean's Committee and the Faculty Board.

Notable events

Some of the notable events in 2010 are:

- Prof S.H. von Solms (Academy for Information Technology) received the International Kristian Beckman Award for his tireless work towards expanding the meaning of Information Security to include various different aspects. Prof von Solms was also the recipient of the Pioneers in Computer Science and

Technology Award of the South African Institute for Computer Scientist and Information Technologist for his contribution to information technology, specifically information security, over the last 40 years. He also received the Computer Society of South Africa's Distinguished Service in ICT Award.

- Prof H. Mouri (Department of Geology) was the recipient of the prestigious African Union Regional Scientific Award for Women Scientists.
- Prof N. Beukes (Department of Geology) and Prof A.M. Strydom (Department of Physics) were awarded the C.V. Raman International Fellowship for African Researchers (both in the Senior Fellowship category), following invitations from reputable Indian researchers to these two colleagues to make themselves available for nominations of this award. The award implies that the two colleagues are to be hosted for three months in India, conducting research with their collaborators.
- The NRF's prestigious research accolade, the President's Award, was awarded to Prof N. Beukes (Department of Geology). The President's Award celebrates excellence in research and honours those researchers who are considered world leaders in their fields by their peers.
- Prof A.M. Strydom (Department of Physics) was awarded a grant of R2,1 million from the Research Infrastructure Support Programme of the SA NRF for the acquisition of a single-crystal alignment facility – unique in its kind on the continent.
- Mr J-L. Kroon, an honours student mentored by Prof M. Coetzee (Academy for Information Technology), received the prize for the best integration project at the Microsoft Imagine Cup 2010. The Microsoft Imagine Cup is a national competition arranged by Microsoft, at which a large number of universities, technical universities and providers of information technology training participate. The winners of the national event are invited to the international competition, at which competitors from across the world participate.
- Mr J. Venter, supervised by Prof A. Hardy (Academy for Information Technology), was awarded the Chancellor's medal for the best MSc dissertation in the Faculty of Science.
- Ms N. Skerman (Department of Biochemistry) received an award from the SA Society for Biochemistry and Molecular Biology for the best honours student in 2008. The award was made in 2010.
- Ms M. le Roux, supervised by Prof B-E. van Wyk (Department of Botany and Plant Biotechnology), received the Best Young Scientist Award for the best overall postgraduate presentation at the National SA Association of Botanists Conference.
- Ms A. Renison, an MSc student in the Department of Chemistry under the supervision of Professor B. Williams, won the first prize for the best oral presentation at the National Symposium for Young Scientists of the SA Akademie vir Wetenskap en Kuns. Presentations were given in Afrikaans by master's and doctoral students across all fields of science. Ms Renison also received the James Moir Medal of the SA Chemical Institute for the best honours student in Chemistry.
- One of Prof D.B.G. Williams' (Department of Chemistry) publications was in the top ten most-accessed articles in the *Green Chemistry* journal – one of the most prestigious journals in this field.
- Dr A.K. Mishra (Department of Chemical Technology) received the Acharya Vinova International Award for Science and Technology.
- Mr R. Moolman (Department of Mathematics) was the recipient of the UJ Vice-Chancellor's Award for Excellence in Teaching.
- Mr G. Robinson (Department of Mathematics) received the Gold Award for the Mathematics Advancement Programme.
- Ms N. Degger (master's student in the Department of Zoology) gave the best student presentation at the Sixth International Conference on Marine Pollution and Ecotoxicology held during June 2010 in Hong Kong.

Academic employee profile

During 2010, staff of the Faculty were housed on four campuses of the University. With respect to the permanent academic staff complement, the Faculty showed a marked improvement in its qualification profile, as depicted in the table below. This trend will continue, as many more staff members were engaged in further study during 2010 and scholarship development was actively pursued. Several staff members improved their research profile through involvement in research activities under the mentorship of established researchers.

Table 54: Qualifications profile of permanent academic staff

Qualifications profile	2007	2008	2009	2010
Doctoral degree	44,2%	50,7%	55,2%	58,3%
Master's degree	85,1%	91,5%	93,8%	95,4%

The race profile of permanent academic staff has also improved from 2009. Currently, 29% of permanent academic staff are black (in comparison to 26% in 2009 and 2008). The gender profile showed an increase in female staff from 34% in 2008 to 41% in 2009, but decreased again to 38% in 2010.

Academic performance

The Faculty has embraced an enrolment management strategy that focuses on access for success. After admission, first-time students are introduced to higher education by means of several support initiatives, including an academic orientation. At-risk students were identified early in 2010 and were provided with additional support.

The First Year Academy in the Faculty of Science, established at the end of 2007, has functioned well during 2010. Among others, the following academic issues were discussed extensively and addressed during 2010: additional tuition time for students in modules with low success rates, additional attention to top performers and recruitment of top-performing students.

A number of programmes and modules were amended during 2010 in order to improve the quality of our offerings. The Extended programmes, in particular, received serious attention.

In 2010, the Faculty hosted a function for its top-performing students for the first time. More initiatives concerning special attention to top-performing students will be implemented in 2011.

Enrolment figures of formal contact students per campus are indicated in the table below.

Table 55: Enrolment figures per campus (formal contact)

2010 Enrolments	APK	DFC	TOTAL	%
Undergraduate	1 838	504	2 342	80,00%
Postgraduate	571	14	585	20,00%
Total	2 409	518	2 927	
%	82,3%	17,7%		

- A more rigorous admission policy led to a reduction in undergraduate student enrolment in 2010 (the 2010 intake represents a decrease of 5,6% from the 2009 undergraduate enrolment figure).
- Postgraduate enrolment in 2010 was 20%, compared to 16,7% in 2009 and 18,8% in 2008. Master's and doctoral students now make up 66% of the total number of postgraduate students (compared to 63% in 2009 and 65% in 2008).
- The race profile has steadily improved: 82% of undergraduate students in 2010 are black (in comparison to 79% in 2009 and 72% in 2008); and 53% of postgraduate students are black (compared to 43% in 2009 and 37% in 2008).
- Female enrolments have decreased. In 2010, 46,5% of undergraduate students were female (compared to 48,6% in 2009 and 49% in 2008).
- Owing to a number of interventions, the average success rate in undergraduate programmes improved by 4%, from 65,1% in 2009 to 69,1% in 2010. The average success rates for first-time entering students in undergraduate programmes improved by 9,4%, from 56% in 2009 to 65,4% in 2010. The marked deterioration in the success rate in 2009 is ascribed to the much higher intake of underprepared first-year students, following the unexpectedly high performance levels by school leavers in the 2008 Grade 12 results. The effects of this intake are still being felt and are shown in the success rate, which is an improvement on 2009 but lower than in the preceding years. The throughput and success rates in some modules (at all levels) are not satisfactory. It is expected that the initiatives implemented, such as the First Year Academy and increased tutoring, will yield the expected improvements.

- Extended programmes succeeded in widening access to the Faculty in an academically responsible manner. The Faculty also focused on intervention programmes for specific use by school teachers in Mathematics and Science and provide opportunities for teachers to get acquainted with new content presented by subject specialists.
- The Faculty's limited number of non-subsidised academic programmes are offered mainly in the Academy for Information Technology and the Departments of Mathematics, Geology, Zoology, Food Technology, Geography, Environmental Management and Energy Studies.

Research

The Faculty has submitted a subsidy claim to the DHET of a total of 135,14 subsidised research units. This number represents an increase of 13,9% from the 2009 output and an increase of 33,8% from the 2008 output. A remarkable achievement is that the total research output of subsidised units has increased by 86,8% from 2005 to 2010. In line with the Faculty's drive to enhance its international footprint, it is pleasing to note that 84,8% of the units for 2010 were published in international journals.

The units for 2010 according to the subsidy categories are as follows:

- Journals: 117,07;
- Proceedings: 15,22;
- Books: 1,1;
- Chapters in books: 1,75.

Research activities of the Faculty are also illustrated by the following measurable outputs:

- Participation in a total number of 220 research projects (173 in 2009), of which 88 were international (66 in 2009) and 132 were at national level (107 in 2009);
- In 2010, 49 research-oriented visits were undertaken to other countries – 12 to African countries and 37 to non-African countries (compared to a total of 64 visits in 2009);
- 19 international agreements and 15 national agreements were made in the research workers' individual capacities (compared to 18 and 14 respectively in 2009);
- One international patent and one national patent were applied for and registered. Another national patent has been applied for and is awaiting registration;
- 204 addresses were delivered at international congresses and seminars (compared to 143 in 2009). Of these, 141 were at events outside of Africa, 24 were at events in Africa but outside of South Africa and 39 were at international events held within the borders of South Africa;
- 212 addresses were delivered at national congresses and seminars (compared to 149 in 2009).
- 52 symposia/colloquia/conferences were organised by staff (compared to 48 in 2009), of which 16 were at international level, 18 at national level and 18 at departmental level;
- There were 25 postdoctoral fellows in the Faculty in 2010 (compared to 14 in 2009);
- Faculty staff members served in a variety of capacities in at least 125 professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ (compared to 93 in 2009).
- The number of NRF-rated staff in 2010 increased to 36 from 32 in 2009. The Faculty gained one A-rated member, two B-rated members, one C-rated member and one Y-rated member; but one C-rated staff member left the employ of the University. One staff member improved her rating, while all other staff members (with one exception) that were rated during 2010 retained their status.

The funding for research during 2010 is summarised as follows:

- External sources (excluding bursaries): R17,3 million, i.e. 64% of total research funding of ±R27 million (the comparative figures for 2009 are R16,9 million, i.e. 54% of total research funding of ± R31,6 million).

During 2010, all the research centres and quick-win research units underwent an intensive review. In all instances, the review panel recommended continued funding of these research niches.

Branding and marketing

The Faculty continued with a focused strategy to recruit top performers from schools, especially from the surrounding areas, and to entrench its presence and profile in the media and among its stakeholders. Actions in this regard include a Faculty Open Day (in addition to the UJ Open Day); offering of bursaries to

Mathematics and Science Olympiad winners; visits to schools by the Dean and staff; excursions; practical sessions and special lectures presented by lecturers to schoolchildren; and hosting a lunch (in collaboration with the Faculties of Health Science and Engineering and Built Environment) for school principals.

A large number of staff (48 staff members on 151 occasions) was involved in public presentations (both nationally and internationally) and educational talks and discussions – ranging from radio and TV interviews to news items in public media. All these activities enhanced the impact of the Faculty on the academic and public domain.

Environmental sustainability

Matters concerning environmental sustainability are integrated into the research, undergraduate and postgraduate and community engagement programmes of the Faculty. Our new Citizenship module contains specific topics on environmental sustainability and several of our staff and postgraduate students are involved in projects related to environmental sustainability. The EnerKey, Adullam and the Parks Alive Projects are examples of community engagement projects that involve aspects of environmental sustainability.

Challenges and risks

- The high number of non-returning senior students, as well as the high dropout rate of students, is a serious matter of concern. The fact that school leavers are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level, have a big impact on our pool of potential students as well as on our throughput and retention rates. This state of affairs is exerting extra pressure on the Faculty's teaching environment. In view of the national imperatives to increase the number of Science graduates, the Faculty offers Extended programmes. However, in many cases these initiatives are not sufficient to address the deficiencies of several years of inadequate schooling. The Faculty's initiatives in this regard will need to be re-assessed and strengthened in 2011.
- The lack of physical and human capacity in certain areas (not only in the Faculty of Science) has a negative impact on the quality of teaching, learning and research activities in the Faculty.
- Retention and recruitment of good academics is becoming more challenging every year, in the wake of incentive-rich salary packages offered by the corporate world.



Kinta Burger (Prof)

Executive Dean: Faculty of Science



ENGAGED UNIVERSITY: STAKEHOLDER ENGAGEMENT, COMMUNITY ENGAGEMENT & INTERNATIONAL PARTNERSHIPS

OVERVIEW

The strategic goal related to “an engaged university” has reference and therefore this section reflects combined reporting on stakeholder engagement, community engagement and international partnerships. Although the Executive Director: Advancement (reporting to the Deputy Vice-Chancellor: Research, Innovation and Advancement) has overall responsibility for this, all the executive deans, executive directors and members of the Management Executive Committee (MEC) are collectively responsible for positioning the institution as an engaged university. Community engagement is also one of the core business responsibilities of the University of Johannesburg (UJ).

STAKEHOLDER ENGAGEMENT

INTRODUCTION

A stakeholder is a person, group or organisation that has a direct stake in the core business of the University: academic and research programmes and community engagement, as reflected in the mandate of the University. While the University engages with various stakeholders on an ongoing basis, a formal stakeholder engagement framework and process is not currently in place.

STAKEHOLDER ENGAGEMENTS

The stakeholder engagements that were conducted include:

- Statutory external audits in accordance with national legislation and directives from the Department of Higher Education and Training;
- An Institutional Audit was conducted by the Higher Education Quality Committee (HEQC) of the Council on Higher Education during August 2009 and the Institutional Audit report was issued in July 2010. The Audit Panel interviewed more than 398 stakeholders in 70 interview sessions, including Council members, academic and administrative staff, full-time and part-time undergraduate and postgraduate students, civic and community representatives and Alumni members. Commendations (areas of strength) and recommendations (areas that may require new or strengthened attention) stemming from the Audit were listed. Some of these were translated onto the Risk Register of the University and this will provide UJ with tools to monitor and implement mitigating actions to facilitate the improvement of the quality of its core academic activities. This also resulted in the development of the Institutional Quality Improvement Plan to be submitted to the HEQC;
- Benchmarking against UNISA, the University of Cape Town, the University of the Witwatersrand, the University of Pretoria, Stellenbosch University and various other South African universities through a Risk Management Gap Analysis undertaken by Alexander Forbes Risk Services and Tertiary Institutions

of South Africa, who identified UJ as one of the stronger-performing universities in the country. These stakeholders all conduct business in the higher education and training environment and are therefore considered to be key stakeholders. The largest gap indicates a problem with risk management structures. UJ did, however, have a structure in place and was only lacking in risk performance management. The second largest gap was identified in the performance management area. Risk management now forms part of the key performance indicators of each member of the Executive Leadership Group of UJ and will be rolled out to middle management in future;

- Student satisfaction studies related to the process of registration as well as graduations, as reflected in the report relating to the Registrar's portfolio;
- Employee Cultural Integration Survey resulting in the culture integration strategy and other transformation initiatives, as reflected in the section relating to human resource management;
- Departmental audits conducted by the internal auditors (Deloitte), with the assistance of the Risk Management Office at UJ;
- Based on the identified risk areas, the internal auditors prepare a risk-based internal audit plan on an annual basis: this plan is approved by the Audit and Risk Committee of Council. Corrective actions are taken to address control deficiencies and systems are continually assessed to identify opportunities for improvement;
- A study commissioned to consider ways in which UJ can further enhance its brand by involving the considerations of and interaction with stakeholders;
- Additional stakeholder engagement is discussed throughout the report.

COMMUNITY ENGAGEMENT

INTRODUCTION

Community engagement is one of the three core business components of the University. Advancement has central responsibility for community engagement, with projects being outsourced to and run by the faculties.

POLICY FRAMEWORK

A Policy on Community Engagement was approved in 2009 and the framework for community engagement is classified as follows:

- Community-based research;
- Community engagement;
- Engaged university;
- Experiential learning;
- Organised outreach;
- Partnerships;
- Public good;
- Public scholarship;
- Service learning;
- Service provider.

OPERATING CONTEXT AND GOVERNANCE

The Office for Community Engagement oversees the governance at institutional level and the faculty board is the governance structure at faculty level. A Community Engagement Advisory Board was established during the year under review, consisting of the Deputy Vice-Chancellor: Research, Innovation and Advancement as Chairperson, two executive deans, two executive directors, four representatives of stakeholder communities, the community engagement coordinators from faculties and a representative of the UJ Student Representative Council (SRC). The Board met twice in 2010.

FOCUS

The focus was on initiating a register for community engagement projects as classified in the policy and to assess the impact of community engagement projects. An Institutional Scorecard target of an impact of 7,0 was set.

PERFORMANCE

Register

A register for community engagement projects was also initiated in 2010. While the Office is not responsible for the roll-out of projects, it plays a significant role in assisting the faculties with their community engagement efforts and in marketing the University's Community Engagement Policy and auditing projects. By year-end, the University was running 292 active community engagement projects.

Impact study

The Office for Community Engagement conducted an audit of all projects and undertook an impact study. A score of 7,0 was achieved. From the available data, it is clear that a large number of community engagement activities took place during 2010 (at least 177 projects in total). The majority of these activities were in the organised outreach domain (69,5%), followed by service learning (20,3%) and then community-based research (10,2%); however, it must also be stated that the classification of projects/activities into community-based research, organised outreach and service learning seemed to be a problem for the different faculties/divisions/units. All the faculties are involved in community engagement activities – a number of divisions/units also contributed to complete the community engagement picture.

FACULTY COMMUNITY ENGAGEMENT PROJECTS

Faculty of Art, Design and Architecture

Staff and students in the Faculty completed numerous service-learning and community-outreach projects during the year. Some projects of note included:

- The design of the GDM Manica sports complex and change rooms on site in Manica, Mozambique;
- *Make a Difference* HIV/AIDS poster campaign;
- The Thuthuka Jewellery Development Programme that provided facilities, mentorship and skills development to students from a number of schools in surrounding areas;
- Tools to assist disabled students at the Don Mattera School in Eldorado Park;
- Equipment for small-scale farming;
- A non-hazardous trolley suitable for reclaimers in the Newtown area.

Faculty of Economic and Financial Sciences

- Training programme to assist Economics educators in Gauteng schools;
- The University of Limpopo capacity-building project, which assists a historically disadvantaged university to gain accreditation from the South African Institute of Chartered Accountants (SAICA);
- The Soweto schools outreach project, which provides extra classes to Grade 11 and Grade 12 learners on Saturdays on the UJ Soweto Campus;
- The Equity Development Programme, which assists African and Coloured students in their studies towards the Chartered Accounting qualification;
- SAICA Qualifying Examination 1 repeaters programme.

Faculty of Education

The Faculty's main community engagement initiative, linked to partner schools and a community organisation, provides service-learning opportunities to students. The purpose of this programme is to foster a sense of social responsibility, while at the same time prepare students to become caring, accountable and critically reflective practitioners. The Faculty of Education signed a memorandum of understanding with four new partner schools. The new members of this dynamic partnership system are: Coronationville Secondary School, Lee Matthews Trauma Centre, Elandspark Primary School and Westbury Secondary School. The other partners are Unified Combined and Coronation High, Piet van Vuuren, Vorentoe, Metropolitan RAUCALL, Johannesburg Secondary, Sparrow Foundation, Sparrow Combined, Hope, Kingsway Centre for Concern and New Nation. The Faculty was commended in the HEQC Institutional Audit report of UJ for its service-learning project.

The Faculty is the guardian of Metropolitan RAUCALL school. This school once again obtained excellent Grade 12 results. The class of 2010 obtained a 97% pass rate and 68% received university exemption (bachelor degree endorsement). They achieved the highest number of distinctions in the school's history: 127 distinctions, plus a further six distinctions in Mathematics Paper Three.

In 2010, the Faculty also launched another major community engagement project, namely, the Principal Network, which forms part of the Education Leadership Institute. The Principal Network aims to provide ongoing support and training for school leaders through online interaction and other professional-development activities.

Faculty of Engineering and the Built Environment

The following community engagement projects are active:

- TechnoLab is targeted at school learners and teachers and it presented a range of events and programmes during the year to promote interest in and understanding of engineering study.
- Members of the Faculty were involved in the editorial activities of 10 international journals.
- The Faculty hosted the Institute for Electrical and Electronics Engineers' African Winter School on *Information Theory and Communications*. This winter school was held at the Kruger National Park and was attended by researchers from throughout the continent. The aim of the Winter School was to educate African scholars in this important area of research, thereby building research capacity on the African continent.
- The Faculty hosted the Women in Engineering and the Built Environment Conference in 2010. This conference was sponsored by Group Five and influential women in engineering were awarded various prizes.
- The Metal Casting Technology Station hosted researchers from the University Freiberg in a technology transfer initiative to transfer technology to the foundry industry in South Africa.
- A public lecture on *Cyber Security Agenda for South Africa with Reference to the Cloud* was hosted by the Faculty and was led by Mr Roger Halbheers, Microsoft's Worldwide Chief Security Advisor.

Faculty of Health Sciences

Sustainable community engagement activities remain an integral part of the Faculty's pursuits. Services included free and subsidised screening for indigent and community members at different clinics, while research and developmental work with the City of Johannesburg and the Medical Research Council was done under the auspices of the World Health Organisation Collaborating Centre for Urban Health (WHOCCUH).

A significant achievement was that the WHOCCUH mandate was extended for another five-year period, during a time when a number of collaborating centres' mandates were not extended. The Faculty and the Department of Environmental Health remain key partners of the WHOCCUH.

A new community initiative, together with the City of Johannesburg and the Medical Research Council, was launched in Riverlea, with a focus on providing integrated services, ranging from healthcare, health promotion activities, early childhood intervention programmes and activities to developing capacity in sport within schools and the broader community. The activity was launched by keynote addresses from the relevant member of Parliament and the member of the Mayoral Committee for Health from the City of Johannesburg.

A total of 19 748 patients (18 502 during 2009) were seen by students in all clinics (including satellite clinics), as part of their clinical work-integrated learning. This excludes the treatment of 892 sport patients at activities including but not exclusive to the 702 Walk the Talk, 94.7 Cycle Challenge, national squash championships and various marathons.

Faculty of Humanities

Community engagement is an integral part of most departments within Humanities, with staff involved in 36 community engagement projects. These projects included service learning, community-based research and organised outreach. Other projects included youth development programmes; *pro bono* family therapy; social work first-year internship programmes; and involvement with organisations such as Worldvision. There are two flagship community engagement projects in the Faculty:

- The Sophiatown project involves both social research and a grassroots initiative aimed at fostering reconciliation between residents of different races in Sophiatown and, by extension, the country. The project was launched in February 2009, with the date chosen to coincide with the commemoration of 54 years since the start of forced removals in Sophiatown. The project is managed by Professor Natasha Erlank (Director of the Centre for Culture and Language in Africa). The Sophiatown Project has the potential to transform the relationship between research and community engagement: the project involves the co-creation of knowledge and research agendas, provides agency and identity for complex communities and is an experiment in new ways of creating knowledge.

- The Faculty has recently taken on the administration of Phumani Paper, a Johannesburg-based NGO that focuses on the empowerment of women through entrepreneurship in rural areas. Phumani manufactures a variety of paper products, often at the cutting edge of handmade paper technologies, and is the only producer of archival paper in SA.

Faculty of Law

Members of the academic staff engage continually with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises and cultural and religious organisations. Special mention can be made of the training presented to persons involved elsewhere in Africa in the drafting of legislation, where training courses were offered in, among others, Nairobi. Members of the Faculty contributed to 10 lectures that were broadcast by SABC2 during 2010 as part of the Open University Project. The South African Institute for Advanced Constitutional, Public, Human Rights and International Law was also actively involved in a community engagement project in which it sought to help educate high school learners about the Constitution. This included a debating tournament which was held at Constitution Hill on topics relating to the Constitution.

Faculty of Management

The Faculty of Management engages in community projects in order to add sustainable value to communities and to instil a sense of the common good in growing a new generation of socially responsible managers and leaders. All academic departments in the Faculty drive community engagement projects, which are coordinated through the Students in Free Enterprises programme. This programme was designed to simultaneously benefit communities and enrich students' normal teaching and learning activities with the realities faced by ordinary South Africans on a day-to-day basis.

The Elton John Bakery Project serves as an example of a Faculty of Management community engagement project driven by its School of Tourism and Hospitality, in collaboration with the Sir Elton John Foundation in Eldorado Park, Johannesburg. Here, senior Hospitality Management students, under the guidance of lecturers Pieter van der Westhuizen and Lesley Schie, assist women volunteers working at an Eldorado Park bakery in the efficient use of the equipment and the management of a bakery. The long-term goal is that the bakery will be able to support itself financially and provide a sustainable income to the community members.

While contributing under the guidance of their lecturers, students gain valuable experience through the planning and development of workshops and the development of basic training manuals and assessment techniques. Advanced workshops extend to portion control and packaging; preparing ready-for-sale products; and developing a basic business and marketing plan for the venture. Students' learning activities are compiled into a portfolio of evidence and assessed as part of the Citizenship module contained in the Hospitality Management curriculum.

Faculty of Science

Community engagement, in the form of service learning, community-based research and organised outreach, is a core academic function of the Faculty. As such, the Faculty's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities in areas of discipline strength and community needs.

The Faculty is involved in a wide range of community outreach programmes. Staff are encouraged to actively pursue community engaged opportunities that will benefit the community, will promote scholarship, their discipline, Faculty and the University, and that will enrich their academic experience and profiles.

The Soweto Science Centre has been established on the Soweto Campus in order to support the teaching and learning of Science. The appointment of the Director of the Centre (Prof Muronga) in 2010 will enhance the facility as a centre of excellence for the provision of additional Mathematics, Physical Science and Life Sciences to learners in the surrounding areas of the Soweto Campus.

The UJ Mathematics Advanced Outreach Programme to Schools has been very successful in 2010. Hundreds of schoolchildren and teachers were assisted in the teaching of Mathematics throughout the year and, in particular, during the period of the teachers' strike.

The Enerkey Sustainable MegaCities project continued to make a huge impact on addressing energy-related technical, economic, ecological and social challenges, to the benefit of the urban region of greater Johannesburg.

Two other projects worth mentioning are the Adullam Project (Caring Hearts Project) and the Parks Alive Project – both projects were initiated by Dr Erna Bruwer, Department of Zoology.

The Adullam Project (Caring Hearts Project): The Adullam mission near Secunda aims to provide a home environment, shelter and schooling for children of the area. In the Adullam Project, three components are explored: namely: agricultural activities, the multicultural learner/staff environment and the diversity of the socio-integration on the mission. The students are provided with opportunities to encounter opposing definitions of the common good, diverse stances on the root cause of social problems and questions about who and what knowledge is for.

The Parks Alive Project: Students from around Westdene are taught ecological and biological concepts through an application of practical findings. Trees, plants and animals have already been classified and marked and a memorial to the bus tragedy in 1985 has been established. The building of a community engagement village as part of the project is being investigated.

Other community services on a smaller scale were also rendered by departmental staff – for example, tutoring primary and high school students.

COMMUNITY ENGAGEMENT PROJECTS: OTHER DIVISIONS

The following divisions are involved in community engagement projects: Student Affairs, Library and Information Centre and UJ Sport.

Student engagement projects: Student Affairs

The students focus mainly on community projects during the official RAG every year, with an average of 40 projects annually that benefit from the fundraising.

Library and Information Centre

The campus libraries were involved in community engagement activities. The Auckland Park Kingsway Campus and Soweto Campus Libraries had smaller projects. Membership of the Kingsway Campus library was granted to RAUCALL Grade 12 learners and they were assisted with research for their studies and assignments.

At the Soweto Campus, the YWCA House Manager approached the Library to help three female students who were struggling financially. The request for donations was sent out to various staff members, including the Leadership team members and Campus Management. The response was positive. Circulation staff members also identified two needy male students. All these students were appointed as student assistants until the end of October 2010. Ngungunyane Primary School was identified for a community outreach project. A visit was paid to this school to identify the needs. Mr Basson and Dr Manyaka were approached for the donation of old furniture. The Library will become actively involved in this school in 2011.

The Doornfontein Campus Library was the most active in terms of community engagement. The Campus Librarian, Ms J. Paris, received an award from the UJ Office for Community Engagement for her initiatives.

Community engagement projects: Sport Division

It is the imperative of all UJ Sport units to be engaged in communities. Nine sports clubs (athletics, basketball, cricket, football, hockey (two), netball, rowing, rugby and volleyball) were involved in 16 projects that focused on coaching, talent identification and coaches' development. The Biokinetic Clinic provided biokinetic services to senior citizens and at the Mutual & Federal Insurance (15 October 2010) and Eskom (30 November 2010) Wellness Days. Three biokineticists provided consultations to 185 Mutual & Federal and 50 Eskom employees.

The different localities of these projects were: Vorentoe, Linden and Germiston High Schools, Westbury Secondary School, Diepsloot, Grace Bible Church, Jan Hofmeyr, Vrededorp, Alexandra, the Johannesburg Prison and Fairlands Children's Home. Some of the projects were offered at UJ facilities such as the AW Muller Stadium, UJ West sport facilities and the UJ Stadium. A total of 48 UJ staff members and 39 students were involved in these projects, with a total number of approximately 1 187 recipients.

UJ Sport is also committed to the community programme in Manica, Mozambique. A group of 23 people, including staff and students from UJ Sport and Architecture, visited Manica during 2010 and contributed to a variety of projects.

Lastly, the Department of Sport and Movement Studies and UJ Sport became involved with the Faculty of Health Sciences in the Riverlea community. It is envisaged that the engagement will support education and training and research objectives of the UJ stakeholders, as well as sport delivery to the community.

CONCLUSION

Many community engagement projects are operational and now captured on a Community Engagement Register. The institutional impact study (scope and impact) was conducted and the institutional target of 7,0 was met. This impact study will be repeated in 2011.

INTERNATIONAL PARTNERSHIPS

INTRODUCTION

The Director: Internationalisation reports to the Executive Director: Advancement. The International Office is responsible for the following:

- International student recruitment;
- International student welfare;
- Strategic international partnerships and liaison;
- Management of the Study Abroad Programme.

POLICY FRAMEWORK AND GOVERNANCE

The internationalisation strategy was approved in 2009. In addition to all academic administration rules and regulations, the international legislation is also applicable. As part of Advancement, the Office formed part of the regular structured meetings of the heads of sections where reports on activities were tabled. Reports on outcomes and follow-up activities were communicated to the Public Relations Practitioner for attention.

FOCUS

The strategic thrust related to effective and sustainable international partnerships has reference. The Internationalisation Unit's overarching objective for 2010 was to promote the UJ international profile and to build strategic international alliances that are relevant and sustainable and support institutional objectives. This was to be achieved by engaging with existing and potential international partners, as well as internal stakeholders, about the qualities, strengths, challenges and needs of the institution in order to position UJ strategically as a key role player in South African and international tertiary education, through the following objectives:

- To promote and establish UJ as priority choice for international academic collaboration;
- To negotiate strategic collaboration agreements with selected universities abroad;
- To facilitate international relationships with agencies for support of key UJ projects and non-academic collaboration;
- To assist in facilitating the UJ Internationalisation Programme.

STAKEHOLDER PERFORMANCE

The Unit serves the MEC and academic University staff, international visitors and staff of academic institutions and organisations abroad, government (Department of Higher Education) and the diplomatic community, in order to conclude academic collaboration partnerships.

A successful year of international collaboration in 2010 was kicked off with the signing of agreements, a successful overseas Executive visit to the United States of America and organising several incoming visits from institutions abroad. Specific tasks undertaken were to:

- Plan and organise Executive visits abroad;
- Manage increased international executive and scholarly visits to UJ;

- Organise the signing of memorandums of understanding (MOUs) with prospective international partners;
- Prioritise international MOUs (workshops with academic colleagues);
- Review international linkages;
- Prepare strategic documents on internationalisation as requested by MEC;
- Liaise with diplomatic missions in South Africa;
- Manage relationship with the US Congressional Black Caucus Foundation and similar agencies;
- Represent UJ at international education forums (e.g. International Education Association of South Africa's Directors' Forum).

International partnerships

In 2010, all UJ's international partnerships were audited and recommendations were made on which partnerships should be maintained and which should lapse. Additionally, a procedure document was drafted on the rules of engagement for international partnerships that align with UJ's values and strategic goals.

New memorandums of understanding were signed with five institutions:

- Alexandru Ioan Cuza University of Iași, Romania;
- Université de Montréal, Canada;
- University of Siegen, Germany;
- State University of São Paulo, Brazil;
- Agence universitaire de la Francophonie.

Two more were negotiated for finalisation in 2011:

- Sciences Po, Paris;
- University of Stuttgart.

A number of agreements (six) had in fact lapsed, as their duration dates were reached. The only formal notice had been received from Tilburg University in the Netherlands in January 2011. Senate had decided to put conditions in place for further engagement with Ben-Gurion University of the Negev until a further report on the matter following a visit to the Middle East.

Visits to UJ from abroad and local liaisons

The following institutions were welcomed to UJ in 2010 through organisation undertaken by the Unit:

- School of Public Policy and Management, Tsinghua University, Beijing, the World Bank Institute, South Africa and the Edge Institute, South Africa;
- Appalachian State University's Study Abroad Director;
- University of Medical Sciences and Technology, Sudan: cancelled after travel plans could not go ahead;
- Vrije Universiteit, Netherlands: facilitated meeting with South Africa-Vrije University Strategic Alliances) and Dutch Embassy officials on postgraduate fellowships;
- Omani Ministry of Education and Director-General: Higher Education;
- Omar Bongo University, Gabon: visit by the Vice-Rector, Professor Jean Jacques Ekomie;
- Hendrikus Bervoets of Art for Aids International on agreement with UJ;
- University of Babes-Bolyai, Cluj-Napoca, Romania: meeting cancelled after travel plans could not go ahead;
- President Vinet, Université de Montréal, Canada : breakfast meeting;
- St Mary's College, Sulthan Bathery (Affiliated to University of Calicut), Kerala State, India for an educational exchange: Meeting postponed.
- A four-member delegation from Singapore, Singapore Agency for Science, Technology and Research, National University of Singapore and Nanyang Technological University;
- A three-member delegation from the University of Tehran, Iran to discuss potential collaboration, led by Prof Farhad Rahbar, President, University of Tehran, Iran;
- A delegation from the Texas A&M University, USA, led by Ambassador Eric Bost;
- Two follow-up meetings (May & November) with Sciences Po representatives on the proposition to develop student exchanges;
- A delegation from Boston University, USA, led by Dr Timothy Longman, Director: African Studies Centre;
- Jongerenprojek 2010, Netherlands: A group of 13 Dutch students visited UJ for an informal meeting with members of the UJ SRC;
- Korea University: The meeting was postponed to January 2011;

- Huntington University, Sudbury, Ontario, Canada: owing to the MEC being at a strategic breakaway, the meeting was cancelled;
- An eighteen-person delegation comprising rectors, provosts, bursars, registrars and chairpersons from the governing councils of four colleges of education and polytechnics in the south-west of Nigeria;
- Bennett College for Women, USA: visit by Dr Julianne Malveaux, President of Bennett College for Women, Greensboro, North Carolina;
- Representatives from six Thai universities and the Thailand International Development Cooperation Agency;
- Pointloma University, San Diego representatives, Frank Serna, who is the Director: International Office, and colleagues Jamie Gates and Robert Gailey on collaboration on study abroad;
- Meeting with Prof Mark Schofield of Edge Hill University on memorandum of understanding with UJ;
- University of Connecticut, Nursing School: a group of nursing students accompanied by two professors, Prof Lisa-Marie Griffiths and Dr Karen Breitzkreuz;
- Facilitated visit by the Thai Ambassador, Mr Charungvat, to the Vice-Chancellor's Office;
- Facilitated visit by new Indian Consul General, Vikram Doraiswami, to Soweto Campus;
- SA associates of the Ben-Gurion University, President Bertie Lubner, Vice-President Herby Rosenberg and Executive Director Dani Golan;
- Met with Prudence Makhura from Department of Higher Education and Training;
- Meeting with British Council official and representative from University of Dundee;
- Ms Melissa Clegg-Tripp, Public Affairs Officer and Ms Selaelo Ramoleta, Cultural Specialist, American Consul General Office, Johannesburg;
- The Southern African-Nordic Centre: met with Central Office representative and assisted in planning Southern African-Nordic Centre conference;
- Libyan academic delegation from the following institutions: Al-Fateh University, Al-Mukhtar University, Gaddafi Foundation: meeting was cancelled;
- The Cultural Attaché of the Iranian Embassy: a meeting on potential collaboration between UJ and the Iranian Embassy was rescheduled for February 2011.

Facilitating the Internationalisation Programme

The following strategic projects were undertaken during the year under review:

- Advice, suggestions and recommendations on internationalisation trends, practices and institutional policy/orientation were passed on to the MEC and academic colleagues, as requested.
- A position document on the institutional process for concluding and reviewing international collaboration agreements was developed and submitted to the MEC (DVC: Research, Innovation and Advancement).
- A Charter for the International Advisory Board was developed and submitted to the MEC (DVC: Research, Innovation and Advancement).
- A draft Policy on Internationalisation was developed and submitted to the MEC (DVC: Research, Innovation and Advancement).
- An assessment of agreements was made and information compiled and submitted to the Executive Director and DVC: Research, Innovation and Advancement;
- The Director represented UJ as a member of the International Education Association of South Africa's Directors' Forum and also on the Board of the Foundation of Tertiary Institutions of the Northern Metropolis;
- Represented the Vice-Chancellor at the opening of the 2010 International Festival.

Quality management of activities occurred through monitoring reactions of key stakeholders, particularly overseas visitors and local colleagues. Ms Godfrey recorded messages of appreciation and thanks from foreign visitors and colleagues and followed up on these with our own responses of appreciation.

Risk management

The Unit reported on risks in its domain, which are largely related to the international reputation of the University and the Advancement division's risk management process. Mitigation strategies were dealt with as part of overall risk management in this category. At micro level, it pertained to careful monitoring of how communications with international stakeholders took place.

CONCLUSION

Although there were no measurable targets set for the Unit, it can be concluded that the performance was good.

WAY FORWARD 2011

The key strategic thrusts for 2011 are as follows:

- To promote and establish UJ as priority choice for international academic collaboration;
- To negotiate strategic collaboration agreements with selected universities abroad, with special focus on the proposed linkages with Historically Black Universities and Communities in the US and with institutions on the rest of the African continent;
- To facilitate international relationships with agencies for support of key UJ projects and non-academic collaboration;
- To assist in facilitating the UJ Internationalisation Programme: in particular, to assist with strategies on recruitment of international students and advise on new colleagues to be appointed to strategic programmes that are to be implemented, including the Study Abroad programme as it pertains to current and prospective partnerships.

A handwritten signature in black ink, appearing to read 'Kerry Swift', is centered on the page. The signature is fluid and cursive.

Kerry Swift (Mr)

Executive Director: Advancement



PREFERRED STUDENT EXPERIENCE: STUDENT AFFAIRS, ARTS AND CULTURE AND SPORT

OPERATING CONTEXT

This section reports on the preferred student experience, as reflected in the performance of the following three divisions:

- Student Affairs;
- Arts and Culture;
- Sport.

STUDENT AFFAIRS

OVERVIEW

Goal Nine of the strategic plan reflects “the preferred student experience” as a strategic goal, with the following key performance indicators: student preference, holistic development, student wellness, caring and safe environment and effective and efficient academic administration. Refer to Section Eleven for the Health and Wellness report that also reflects matters related to student wellness. With due regard to the other strategic thrust for 2010 focusing on a “people-focused and socially cohesive university community”, this section will focus on the student and will address the following:

- Regulations and policies;
- Organisational responsibility and governance;
- Risks and risk management;
- Performance;
- Way forward.

REGULATIONS AND POLICIES

- University of Johannesburg (UJ) Statute;
- UJ Academic Regulations;
- Faculty Rules and Regulations;
- UJ policies related to the academic lifecycle of the student from application to graduation;
- UJ Student Representative Council (SRC) Constitution;
- UJ Student Regulations;
- UJ Regulations for Student Discipline;
- Rules and Regulations: Student Residences;
- Policy on Student Fee Structure;
- Charter: Student Service Council;
- Policies:
- Student Leadership;

- Management of Student Complaints;
- Management of Pregnant Students;
- Student Funerals;
- Management of Students Exposed to Infectious Agents;
- Financial policies applicable to students;
- Health and safety policies applicable to students;
- All policies in Operations applicable to students;
- UJ Sport policies relating to sports bursaries, facilities (and security), human resources, participation, recruitment, sport gala awards, sports housing, travel/transport of athletes and support staff.

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

The governance related to the various student matters is divided into the following divisions:

- Student Affairs, with an Executive Director: Student Affairs reporting to the Pro Vice-Chancellor;
- Student Ethics and Judicial Services;
- Student Governance (incorporating Student Development);
- Student Media (UJFM and UJ Observer);
- International Student Affairs;
- Student Accommodation and Residence Life.
- Arts and Culture, which is part of the portfolio of the Executive Director: Advancement who reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement;
- The Sport Division, with an Executive Director reporting to the Deputy Vice-Chancellor: Finance:
- Secretariat;
- Participation resources: Biokinetic Clinic, Performance Excellence, Sports Clubs and Events Management;
- Commercialisation Unit;
- Department of Sport and Movement Studies (reporting to the Executive Dean: Health Sciences).
- UJ Sport is governed by a Sport Management Executive Committee (Executive Director: UJ Sport, Director: UJ Sport and the Head of the Department of Sport and Movement Studies) and the Sport Management Committee, on which all the senior managers and managers of the different divisions and units are represented. An operations meeting is held every Monday, where operational aspects are coordinated among the different line managers in order to be effective in delivering services to students and staff. Separate committees for the different divisions and units, such as Sports Clubs, Biokinetic Clinic, Recruitment, Marketing, Events and Secretariat, exist in order to manage the specific responsibilities and delivery of services of those entities. Subcommittees supplement the functioning of these committees, such as Housing, Bursaries, Finance and Community Engagement Committees;
- Line managers at UJ Sport are the custodians of quality processes and procedures, as well as service delivery. In order to monitor and guide quality, the Secretariat Unit of UJ Sport coordinates all quality-related initiatives. This unit oversees the updating of all policies on a scheduled register; manages data with regard to human resources; updates the UJ Sport Risk Register; and initiates quality systems, such as peer reviews and audit processes, where needed, among others. Quality is further obtained through the governance processes (see governance above) and procedures such as the UJ Sport Committee, Operations meetings, Coordination Committee, sport managers meeting, unit committees and others;
- UJ Sport was requested to do a peer review, which forms part of the quality assurance review cycle of the University. The UJ Department of Institutional Planning and Quality Promotion gave procedural and informational support during this process. The peer review was done by Mr Kobus van der Walt (Director, TuksSport), Ms Gugu Ntuli (CEO, University of Stellenbosch Sport Performance Institute), Prof Ernst Kruger (Head of Department Biokinetics, Sport and Recreation, Tuks) and Dr Richard Stretch (Director: Sport, Nelson Mandela Metropolitan University). The self-evaluation and peer review gave the practical UJ Sport environment the opportunity to evaluate the new structure and systems that have been developed since 2005 (after and as a result of the merger). A peer review was further undertaken in 2010, from which the report was factored into the strategic process that informed an improvement plan.

RISKS AND RISK MANAGEMENT

All student events have risks, especially when the size of the participants exceeds 1 000 students. The UJ strategy related to events management, especially when UJ is the host for national University Sport South

Africa (USSA) events, is initiated in accordance with the provincial and regional requirements and the Safety at Sports and Recreational Events Act No 2. of 2010, when the group size is 2 000 or more. A governance system for the identification and reporting as well as mitigation of risks exists and is dealt with during the weekly meetings of Campus Operations and the Sport Management Committee meetings.

PERFORMANCE: STUDENT AFFAIRS

Serving a student body more diverse than at any other time in during our merger, the various programmes offered by the Student Affairs Division celebrated that diversity and significantly contributed to the discussion on providing academic excellence in its residences and started discussions on "What is a UJ student?". The Division is guided by the principles related to the preferred student experience which, briefly summarised, provides students with a superior learning experience, in an environment that fosters community, welcomes, promotes and celebrates diversity in all its forms, promotes the overall well-being of students and exemplifies quality service. The overall Student Affairs' vision and mission is providing opportunities for an optimal university experience to all students by:

- Providing an effective and efficient service that is accessible to all stakeholders;
- Facilitating the holistic development of students;
- Creating an environment that is conducive to an optimal student experience;
- Creating opportunities that will prepare students to contribute positively to society;
- Establishing and fostering relationships with internal and external stakeholders.

Student Ethics and Judicial Services

The three strategic goals include: the effective administration of justice, discipline through dialogue and fostering a culture of ethics. With regard to other performance indicators, a process flow format has been developed, templates have been created and records to indicate compliance have been kept. The fourteen-day turnaround target has proven to be unrealistic, except with academic transgressions with clear proof of the possession of notes during an assessment opportunity. 15 volunteer ethics ambassadors, representing all campuses, were appointed, inducted and participated in ethics communication projects.

Student Governance

The provision of holistic development opportunities for all students was achieved through the implementation of the following interventions: Emerging Student Leadership Programme, Women of Worth and Identity Development Workshops, Auckland Park Kingsway (APK) Campus Motivation Breakfast, Doornfontein Campus (DFC) Motivation and APK Pre-Exam Motivation Workshops.

The provision of induction, training and recognition to student leaders was achieved, through the SRC elections that were held on 10 to 12 March 2010; election of society executive committees; SRC induction and training; SRC review; societies planning and training; RAG planning; and training and awards functions.

Contribution to a vibrant student life was achieved through RAG week and the procession held on 18 to 23 January 2010; societies recruitment week on all campuses in February 2010; and Sports Day on all campuses in August 2010.

Management and support of student organisations was achieved by adhering to the SRC Constitution and University policies; by ensuring that the SRC and student organisations have adequate working space, furniture and equipment; and monthly meetings with the SRC and student organisation leadership.

Systems were in place to meet these performance indicators. However, exceptions and challenges did occasionally arise.

Coordination of product/service promotions on all campuses was achieved by providing services and entertainment to students; by developing a Promotions Policy (still to be finalised and approved); and by raising approximately R80 000 from promotions, which will be utilised for student development.

Student leadership development remains a challenge that should be addressed in 2011. The elected student leaders regard themselves as primarily accountable to the student organisation that they represent, rather than serving the broader student community.

Student Media (UJFM and UJ Observer)

The objectives of the UJFM radio station relate to the following:

- Being a professional “infotainment” radio broadcast companion and voice that serves and facilitates in the interactive engagement of the whole UJ community;
- Serving as a conduit for the career development and advancement of future media professionals;
- Upholding and promoting the UJ brand and core values.

Talk radio provides engaging and interactive on-air discussions and debate. The design and construction of a state-of-the-art digital radio broadcast centre was completed in April 2010 at the Student Centre on the Auckland Park Bunting Road (APB) Campus.

UJFM 95.4 was officially relaunched on 3 September 2010. The objectives were to officially launch the state-of-the-art facility as well as to sell the new programming style of the UJFM brand. The launch was attended by stakeholders of the UJ community, the broadcasting authorities and the media.

The UJ student newspaper, the *UJ Observer*, remains a challenge, despite the appointment of a staff member as an administrator. The UJ Observer remains a student-driven project, with the objective of being the voice of the students.

Although concrete improvements were accomplished on certain levels, many recording systems still need to be implemented. Many financial policies and procedures were not followed, but this situation was corrected with strict financial controls implemented in May 2010.

For the *UJ Observer* to function in a manner that would add significant value to the UJ goals requires the input of Student Life and Governance staff to provide minimum input with the best possible outcome.

International Student Affairs

The strategic goal once again is to integrate international students with the UJ student community. This is achieved by creating opportunities for social interaction, providing support to international students, promoting information distribution and communication and providing support for student exchange programmes. The biggest challenge facing the International Office is getting suitable candidates to fill the vacant posts in the Office. Currently, the services are still decentralised. Despite head-hunting, critical posts have not yet been filled due to a dearth of suitable candidates.

Student Accommodation and Residence Life

In 2010, a uniform management system was implemented and administrative operating systems are currently fully operational and well understood by all stakeholders. Student governance structures in residences are operating efficiently and effectively.

The phasing in of temporary house wardens to supplement residence managers met with great resistance from some of the campuses, but is now on course and less resistance is experienced. The house wardens have added considerable value to the governance and development in the residences.

The upgrading of physical facilities in residences went beyond expectations. Residence standards improved and access control and security were installed and improved in most residences. UJ residences were rented out to external groups and were also used to house the FIFA 2010 soccer supporters. The Soweto Campus acquired its second residence – the YWCA.

Academic excellence took centre stage in residences, with the introduction of academic excellence awards. Three residences were inaugural winners of the academic awards. Compulsory study time for first-year students and the observance of quiet times for seniors was extended to all residences. A pilot project was introduced in 2010 by Academic Development and Support to turn all residences and dayhouses into learning communities.

Cross-departmental collaboration with academic units and support services was strengthened to help eliminate barriers to academic success and to encourage holistic development. The roll-out of *Living the UJ Values* commenced in 2010 and the consequence of this was a decrease in disciplinary cases in residences across the board.

In addition to the above, an office for off-campus accommodation was established and a policy that regulates the accreditation of off-campus accommodation was approved by the MEC in 2010. The Off-Campus

Accommodation Policy implementation is done in partnership with the City of Johannesburg and community stakeholders. Several off-campus providers are working with the University in providing accredited off-campus accommodation. Slumlords who were exploiting students are in the process of being taken off the list of those accredited.

A guide for off-campus accommodation has been developed for students staying in off-campus accommodation. Partnerships with the provincial government to utilise their sports facilities are ongoing. Training of government officials and other universities in indigenous games is also ongoing and will be continued in 2011. The University is also engaging the community and the SAPS on the provision of student safety routes.

ARTS AND CULTURE

OVERVIEW

The Director: Arts and Culture reports to the Executive Director: Advancement. The strategic thrust related to a "preferred student experience" has relevance. The Division is divided into two units: Visual and Performing Arts.

FACILITIES: VISUAL ARTS

The UJ Art Gallery is situated on APK. The UJ Art Gallery exhibitions are visited by many students and the number of students attending the opening nights has increased noticeably over the past few years. (The Faculty of Art, Design and Architecture (FADA) Gallery on APB, which is managed by FADA, is primarily focused on research and staff and student exhibitions.)

FACILITIES: PERFORMING ARTS

Auckland Park Kingsway Campus – UJ Arts Centre

The UJ Arts Centre houses the rehearsal rooms for the UJ Arts Academy. It also provides a professional platform for students. When not in use by UJ Arts Academy students, venues are rented to professional performing companies in order to generate income.

Auckland Park Kingsway Campus – UJ Experimental Theatre

The UJ Experimental Theatre is a small multipurpose venue on the Kingsway Campus which is used mostly by societies and residences for rehearsals and events. The venue is made available free of charge to UJ student groups.

Auckland Park Bunting Road Campus – UJ Con Cowan Theatre

The newly refurbished UJ Con Cowan Theatre is a practical, more intimate theatre with rehearsal venues.

Soweto Campus

There is currently no dedicated space on the Soweto Campus for students to rehearse or perform. It is important that this be addressed in the future as part of the equalisation of UJ campuses.

PERFORMANCE: ARTS AND CULTURE

Performing Arts

Research produced by UJ's advertising agency, HKLM, (2008-2010) shows that culture, which refers to the broader spectrum of all aspects of student life, is second in importance only to academic standards when learners choose which tertiary institution to apply to. UJ has consistently scored well in both these categories in surveys over the past three years.

The performing arts is one of the factors in the category of culture that has a positive impact on the experiences of current students. It also adds to UJ's reputation as an institution catering to progressive, well-balanced individuals.

As far as student participation is concerned, one of the major focus areas of all professional theatres is audience development. This term refers to the introduction and exposure of the youth to live theatre. At UJ, this focus links to both student life and the recruitment of prospective students.

UJ Arts has three approaches to audience development, i.e. allowing students to participate as:

- Performers;
- Audience members;
- Employees.

Every year, UJ students are invited to audition to participate in the performing arts. Those who pass the audition are offered training and the opportunity to perform. Programmes are run on all four campuses, comprising most aspects of the performing arts.

Many of our former students have used the training and networking opportunities provided by UJ Arts and Culture to launch successful careers in the entertainment industry. These alumni also act as brand ambassadors for the University. Their CVs, in the programmes of major productions, mentioning UJ, provide additional free publicity for the University.

Auckland Park Kingsway Campus

- *UJ Choir*

The UJ Choir consists of some 60 members. The repertoire includes sacred, secular and folk music, mainly sung a cappella. The aim is to excel in both Western and African music.

In 2010, the UJ Choir staged two performances of Karl Jenkins' *Stabat Mater*, with the UK composer himself conducting in the South African première of the work. The Choir was invited to perform at a USA performance of the same work in January 2011 at the request of the composer. The performance is to be held at Carnegie Hall, New York, at an event to honour the memory of Dr Martin Luther King Jr.

- *UJ Dance Company*

The UJ Contemporary Dance Company is for any UJ student who has some dance experience or talent and is able to learn quickly. In 2010, the UJ Dance Company performed at several corporate events. They also staged *Can't Buy Me Love* which was extremely popular with UJ students and the broader public.

- *UJ Drama Company*

The UJ Drama Company staged their first Shakespearean play in 2010 – *A Midsummer Night's Dream*. The Director and students made the play accessible and relevant to a modern South African audience without losing its original essence.

- *UJ Song and Dance Company*

The UJ Song and Dance Company specialises in musical theatre. UJ provides industry professionals to train students in acting, singing and dancing. Students also have the support of a professional technical crew, costume designers, etc. when staging their production.

In 2010, the UJ Song and Dance Company staged a new South African musical – *The Purr Factory*. UJ has earned a reputation within the industry as an institution that supports the local industry, by commissioning new works or providing a platform for promising new works.

Auckland Park Bunting Road Campus

- *Currents of Blackness*

Currents of Blackness is a group of current and former students who sing and/or play musical instruments. The group is popular among its peers, including UJ students.

- *Dance Society*

Our ballroom and Latin American dancing classes are excellent for students, whether they just want to stay fit or compete in competitions. The disciplines include rumba, samba, hip-hop, jive, tango, waltz and more.

- *Drama Society*

The Drama Society performs in both dramas and musicals.

- *Think Tank Team*

The Think Tank Team is a society for students interested in events management; including everything from set-up to clean-up, production design, production management, wardrobe management, ushering, ticket sales, photography and film.

Soweto Campus

- *Drama*

The drama group is known as UniDras. The students have skills in dramatic writing (scripts) and performing arts (acting, singing and choreography). The group is part of the Paul Rapetsoa Institution of Dramatic Arts, which provides training in the fields of acting, singing and dancing.

- *Poetry*

The poetry group, known as Unipoetry, is an active group and the students are skilled in writing and expressing themselves. The poetry sessions build confidence and allow students to learn from other participants.

- *Choir*

The choir, known as the Unijoh Chorale, is a very enthusiastic and energetic group and performs frequently. The choir participates in various competitions and at numerous corporate and government events.

- *Dance*

The dance group, known as Unidance, was formed in 2010. Unidance specialises in Latin American, ballroom and hip-hop. It helps students to be physically active and teaches them about a healthy lifestyle. The students have been participating in performances and show dance within UJ. The current choreographer is a professional ballroom and Latin American dancer.

Doornfontein Campus

- *Drama*

The Drama Society allows students the opportunity to learn the art of drama, through activities that enhance their ability to act and sing.

- *Drums*

Drumming is an integral part of African culture. UJ offers students a chance to explore both West African rhythms and South African drumming rhythms, as well as a chance to be part of the Doornfontein Campus Marching African Drumming Ensemble. The group also explores the American style of marching drums, with an emphasis on snare technique.

- *Dance*

UJ offers students a range of dance genres from ballroom to tango, hip hop, kwaito and even contemporary dance and gives them an opportunity to participate with professional dancers.

- *Poetry*

Poetry classes offer writing techniques, writing processes, writing exercises, public speaking, performance and personal interpretation of poetry. Performances are accompanied by drums and band.

- *Music*

At the Doornfontein Campus, UJ offers students the opportunity to learn various genres, including opera and soul.

Performance: student recruitment for Arts and Culture

UJ Arts has four programmes to encourage school learners to attend shows at the UJ Arts Centre. Although this is primarily seen as audience development and is one of the key focus areas within the arts industry, it is also seen as beneficial as a support vehicle to marketing, brand awareness and student recruitment for UJ.

- *Grade 12 English networks*

UJ supports the staging of Grade 12 networks on campus, which is a joint project between UJ Arts and Culture, UJ Marketing and Branding and UJ Student Marketing and Recruitment. This is beneficial to both the UJ Arts Centre, as an audience development exercise, and to UJ as a marketing and recruitment opportunity.

- *Group discounts – UJ productions*

UJ offers special group discounts to schools to bring learners to see UJ Arts Academy productions. The prices range from free previews to normal student rates on weekends to allow everybody, irrespective of social standing, the opportunity to experience theatre and be exposed to a university environment.

- *High school events*

UJ allows high schools to rent the venue to stage their own shows. Not only does this allow the schools' drama groups to experience performing at UJ, but also encourages other learners and their parents to come onto the campus to see the shows and to get a feel for the University and what it offers.

- *Choir Kaleidoscope*

The UJ Choir hosts an annual school choir event, inviting the best school choirs in Gauteng to participate. The events are well attended by learners and parents alike and are a good recruitment platform for UJ and its choir offerings.

Tours and festivals

Various groups undertake annual tours to perform in other provinces or abroad, as budget allows. The opportunities to create awareness of UJ at schools and to build relationships with tertiary institutions in these areas are utilised.

Visual Arts

The UJ Art Gallery presented eight visual art exhibitions, each with numerous walkabouts/lectures, during 2010: five of them were accompanied by a printed catalogue and one by a web-based catalogue. A workshop on the restoration of artworks was hosted by foremost conservator, Ekkehard Hans.

The UJ Art Gallery fulfilled its mandate by promoting visual art of the highest quality through exhibitions by established and emerging artists, based on themes reflective of the present social construct and by presenting educational activities relating to the exhibitions in the form of lectures, walkabouts and workshops. The Gallery furthermore served as a marketing and networking instrument for UJ, as part of the "first face of UJ" visitors' encounter.

Student participation: Arts and Culture

Students from the various disciplines are invited to participate in all Gallery activities for personal enrichment and informal learning, while some departments, such as Anthropology and Design, incorporate themed exhibitions in their curricula, with set projects resulting from such teaching interaction. Each exhibition offers numerous interdisciplinary research opportunities to UJ staff and students alike.

Student recruitment

- *Gallery excursions*

Many schools arrange excursions to the UJ Art Gallery, where guided tours of the exhibitions are provided. For most learners, this is their first exposure to a university.

CONCLUSION

It can be concluded that the performance is excellent and contributes significantly to the holistic development of students.

SPORT

OVERVIEW

The Executive Director: Sport reports to the Deputy Vice-Chancellor: Finance. The year 2010 will not only be remembered for the FIFA Soccer World Cup in South Africa, but also for the major development at the Soweto Campus as well as the self-evaluation of UJ Sport. Although the World Cup had both a positive and negative impact on every South African, it was a lifetime experience for all UJ Sport staff and students. The development of the Soweto Campus, including the sports facilities, was not only exciting, but also poses a challenge to UJ Sport regarding the future management of sport at this campus. The self-evaluation and peer review gave the practical UJ Sport environment the opportunity to evaluate the strategy, structure and systems that have been developed since 2005 (after and as a result of the merger).

FOCUS

Sport is structured to accommodate a collaborative strategy and integrated approach for the provision of sports participation, as well as sport-related education and training opportunities, to all stakeholders within and outside the University. A vision of “setting the trend in sport and human movement” was adopted, with a mission statement: “To provide multi-levelled academic and sport opportunities to communities through innovative and integrated professional services and programmes”. The vision and mission of UJ Sport is further underpinned by core values that include sports excellence, integrity and respect for diversity, accountability, individuality and collective effort, as well as innovation.

Eight strategic goals that guide the implementation of the vision and mission were identified, which were in line with the 10 goals of the University of Johannesburg. These include: providing and supporting excellence in teaching, learning and assessment in sport and movement; innovatively engaging in local, national and international research and scientific endeavours in sport and movement; being engaged in communities through sport and movement initiatives; building a reputable UJ Sport brand; providing a professional and preferred student sport experience; and maximising commercialisation.

Integrated strategy

The integrated UJ Sport model provides the opportunity for students studying a course in the Department Sport and Movement Studies to have access to practical experience in the UJ Sports Clubs, Performance Excellence Unit and Biokinetic Clinic. The Biokinetic Clinic offered a work-integrated learning experience to 15 UJ Biokinetic honours students. The students visited the APB Clinic on a rotation basis: five groups of three students for each work-integrated learning opportunity, lasting three weeks. Ms Irena Nowak provided contact sessions that concentrated on clinical aspects such as medical terminology, analysis of x-rays and practice management. Work-integrated learning was also offered for the eight Wits University Biokinetic honours students and consisted of observation of biokinetic interventions, assisting qualified biokineticists by performing basic therapeutic procedures and contact hours in which patient profiles and medical evidence were discussed. The Performance Excellence unit offered work-integrated learning opportunities to the Sport Science honours students.

Facilities

In 2010, UJ Sport was privileged to add new sports facilities on the Soweto Campus through the regeneration of this campus. A multipurpose football and athletic stadium was built, which can host 3 000 spectators. The athletic component of this facility has International Association of Athletics Federations (IAAF) Class 2 red tartan tracks, as well as floodlights. Other facilities are a clubhouse, two multipurpose football fields and a cricket oval, indoor sports hall, netball courts, gymnasium and offices. FIFA also provided an irrigation and sprinkler system, as well as floodlights, to the UJ Soccer Stadium (AW Muller) on Bunting Road and resurfaced this pitch. They also resurfaced the UJ Stadium athletics and rugby stadium for the FIFA World Cup. Maintenance was also done to all sports facilities, in conjunction with the Operations division.

Marketing

The Sport Marketing Unit is closely linked to the University's Marketing Division, which is managed by the Executive Director: Advancement. The Sport Marketing Unit is represented on both the Marketing Committee of the University and the Communications Forum. It is through these two committees that UJ Sport ensures alignment with the University's marketing strategy. Different ways were utilised to market and brand UJ Sport.

The annual Sports Clubs exhibitions on APK were organised in the Foyer on 2 and 3 February 2010 and at APB on 4 February 2010.

UJ Sport was represented at Open Day on 8 May 2010. The exhibition was a combination of all three divisions, namely, the academic department, the Biokinetic Clinic and the Sports Clubs.

A UJ Sport Open Day was arranged on 16 April 2010. It was attended by four APK residences as well as the Faculty of Management.

Social functions were arranged for alumni on the evenings of away Varsity Cup matches:

- 1 February 2010: UJ vs Tshwane University of Technology at Tuks Rugby Stadium (televised game);

- 8 February 2010: UJ vs Tukkies at Tuks Rugby Stadium;
- 22 February 2010: UJ vs North-West University Pukke at the Fanie du Toit Stadium (Potchefstroom).

The media exposure included print such as newspapers and magazines, broadcasts and web-based media. UJ Sport published biweekly articles in the *Kampus Beeld*.

UJ Sport clothing is not only used to differentiate UJ athletes from other athletes, but also to promote the UJ brand. Generic sportswear that the teams are wearing was aligned with regard to colour and design.

Web-based marketing is the current forerunner in promoting the UJ brand, owing to the fact that it is popular among the younger generation, economically viable and allows for instant updating and access.

Commercialisation

The UJ Sport Commercial Unit is working in close relationship with the UJ Commercialisation Office (Prof Aardt Boessenkool). In 2010, the UJ Commercial Unit focused on legal services, sports products and services, sports courses and clinics, sports funding and sports facilities. Results that were accomplished included, among others:

- A total income of R15 144 623 was generated in 2010 through sponsorships, sports products, services, sports facilities, and funding (National Lottery Distribution Fund) in relation to R3 992 559 in 2009.
- A further proposal was put forward to the National Lottery Distribution Fund for facility upgrades, sport-specific research and campus league sports.
- The national research project on Higher Education Sport in South Africa, funded by the National Lottery Distribution Fund, was completed.
- The UJ Rugby Factory was closed due to an uneconomical situation.
- Relationships were continued with 702 Walk the Talk, Gauteng Department of Education, Direct Leisure Holdings (Mitre), Advent Sport Entertainment and Media, FIFA, ABSA and others.
- Sponsorships were renewed for 2011.

Biokinetic Clinic

The core business of the Biokinetic Clinic was to provide a relevant environment for the 15 Biokinetic honours students from UJ and 10 students from Wits. Students gained in-house clinical experience with a diverse client base. The Biokinetic Clinic strived to provide adequate support for the teaching and learning needs of the Biokinetic honours students (work-integrated learning) in accordance with UJ's quality assurance criterion. The Biokinetic profession is regulated by the rules and regulations of the Health Professions Council of SA (HPCSA) and the Board of Health Founders. The Biokinetic Clinic operates according to these rules and is aligned with the HPCSA ethics recommendations for health practitioners.

Ms Irena Nowak, Mr Dirk Jordaan and Mr Tiren Govender supervise work-integrated learning during the visits from students. They also administered the Clinic visits, provided contact hour handouts, monitored portfolios, evaluated students and prepared the venue for facilitation of learning.

Work-integrated learning for the Biokinetic honours students consisted of observation of biokinetic interventions, assisting qualified Biokineticists by performing basic therapeutic procedures and contact hours in which patient profiles and medical evidence were discussed.

The Biokinetic Clinic provided comprehensive services for assessment, prevention and treatment in the following fields: orthopaedics, neurological, coronary artery disease and special population groups (e.g. children, advanced age and wellness). The number of biokinetic intervention sessions increased by 14% (from 3 642 to 4 163) in comparison to 2009.

During 2010, the Biokinetic Clinic was fully renovated to enhance the clinical ambience of the facility. Access control was improved, thus making the environment more secure for the patients, clients and staff. An amount of R 2 000 868 for the building of a hydro-wellness centre on the APB Campus was approved. This project will commence early in 2011.

Performance Excellence

The focus for Performance Excellence in 2010 was consistency, whereby the service providers, through a multidisciplinary approach, provided consistent follow-ups and interventions with the student-athletes on a

regular basis. The Performance Excellence Division consists of the Sport Science, Sport Psychology and Medical Support (mainly on the APK Campus) units.

The Unit for Performance Excellence offered the following programmes and services during 2010:

- Screening of high-performance UJ student athletes and multidisciplinary interventions;
- A functional training area, named the "Bird's Nest", where group training sessions for sports code groups under the supervision of qualified staff were managed;
- Appointment of seven strength and conditioning coaches for six UJ teams, as well as for the gymnasium, namely, football men and women (one), hockey men (one) and hockey women (one), netball (one) and rugby (one). Two people were responsible for assisting athletes in the gymnasium;
- Onsite biokinetic services: A biokineticist was employed on a temporary basis to assist the students with rehabilitation;
- Limited and controlled physiotherapy sessions within a cross-referral system between the physiotherapists and the biokineticist. Physiotherapists accompanied UJ teams to USSA Rowing Sprints, Netball and Soccer tournaments. A physiotherapist was also available at all rugby training sessions as well as rugby Varsity Cup and league matches;
- A nutritionist prescribed menus for individual athletes and facilitated five group sessions;
- A life skills programme for student athletes was managed by the Unit for Sport Psychology;
- An academic support and regulation programme for student athletes, and specifically for those who had sports bursaries, was offered;
- The Unit for Sport Psychology also did career assessment and guidance – for potential as well as current students;
- Counselling for student athletes;
- Self-leadership and personal development for student athletes;
- Team-building sessions for UJ sports teams;
- A sport forum was offered to coaches, sport managers and academic staff in an open discussion. Three sport forum sessions were held during 2010.

Sports participation

University of Johannesburg Sport provides participation opportunities to all students and staff according to their needs and the level of talent and competence in sport. In order to do that, participation is categorised on a continuum that includes social/recreational participation on the one end and high-performance participation on the other end. Between these extremes lies competitive participation.

Within the context of the University of Johannesburg, the Sports Clubs are also categorised (being a social/recreational, competitive or high-performance club), based on compliance with certain criteria. Evaluation is done annually by all the sport managers of the different clubs. Budgets are allocated accordingly every year ($\pm 85\%$ of the total Sports Clubs' budget is allocated to high-performance sport). It should be understood that high-performance clubs are obliged not only to provide high-performance opportunities, but also competitive (internal leagues) as well as social participation opportunities to participants. Through this approach, participation opportunities are offered to students on all campuses, in order to provide a preferred and professional student sport experience and to identify, develop and nurture sport talent through a process of continual development.

Through this approach, the identification and the development of talent is nurtured through a process of continual strategising and development. The UJ Sports Clubs' main objectives for 2010 – within this continuum – were to provide UJ students with participation opportunities on various levels in accordance with the demand at such levels (recreational, competitive and/or high-performance) at the various campuses; to provide, where possible, the opportunity to students (especially on the competitive and/or high-performance levels of participation) to excel and perform at their respective individual optimum levels; to utilise and manage the University's infrastructure not only to the advantage of UJ student sports participants, but also to establish the UJ brand via such achievements; to utilise sport as a recruitment tool to lure top potential students – and where possible, especially postgraduate students – to the University; to contribute to the holistic development of students; to provide a preferred student experience to all students (not only first-year students) participating in sport; and to contribute to the strategic objective of the University to engage actively in communities in and around the University.

UJ Sport should continually increase participation rates for the Auckland Park Bunting Road, Doornfontein and Soweto Campuses. In order to increase participation on these campuses, access to sports facilities should be further investigated – in particular for the students from the Doornfontein Campus. The current development of additional sports facilities at the Soweto Campus will certainly contribute to the students' sports participation in their respective sports codes.

Recruitment

UJ Sport – in liaison with other UJ departments such as the Centre for Psychological Service and Career Development, Marketing and Alumni – identified various projects/events for recruitment purposes. Recruitment is focused on potential students (graduate and postgraduate) who are also quality sports participants. Factors that contribute to UJ Sport's recruitment success are the competitive provincial leagues in Johannesburg (potential students perceive this to be a stepping stone to the national teams), the hands-on approach of the UJ Sport staff, the UJ Sport Performance Excellence programme and a well-organised infrastructure for sports participation on various levels.

Examples of recruitment projects:

- Coaching clinics and courses at and for schools (athletics, rugby, hockey, basketball, volleyball, football and netball);
- Mini and junior clubs (athletics, hockey, cricket, netball, aquatics and sport for students with disabilities);
- Identification of athletes at junior national tournaments, e.g. Craven Week, junior national hockey tournaments (boys and girls), SA U/19 Schools Netball Tournament, SA Schools Volleyball Tournament, SA Schools Basketball Tournament, SA Junior Athletics Championships, SA Junior Rowing Regatta;
- St Stithian's, St John's and KES Easter Festivals;
- Open days and road shows;
- Hosting of events.

Challenges that existed in the 2010/2011 recruitment process were:

The University's application process regarding the timeframe between applications received and acceptance is too long. Potential students do not get timeous feedback from the University regarding their academic acceptance. Some candidates are also not accepted for their first-choice study course. Therefore, potential student athletes accept offers from other universities.

Bursary documentation from UJ Sport to the applicants is not processed timeously. Late allocation of budgets to Sports Clubs is one of the causes.

Sports bursaries are a recruitment tool. Sports Clubs' bursary structures should be focused on quantity and quality. UJ is currently not yet the "preferred university" for most potential student athletes who are identified by UJ Sport. Therefore, the Sports Clubs need to focus on quantity as well as quality when recruiting student athletes. The bursary budget is currently still only focused on quality and therefore the Sports Clubs have to balance these two aspects.

The pool of student athletes in and for the higher education environment is small in comparison to the pool of after-school athletes. The identification of athletes with the potential (and desire) to study at a university is therefore a tedious and long-term programme.

Sports bursaries assist participating students with tuition fees, as well as their sports participation opportunities. UJ approved and awarded 451 sports bursaries during 2010, based on specific criteria and requirements. The Gauteng Legislature (Department of Sport, Recreation, Arts and Culture) further granted an amount of R200 000 for student bursaries and/or scholarships. The successful candidates had to meet prescribed criteria as determined by the Gauteng Legislature. This grant was made for the fourth consecutive year.

Projects and events

Various projects and events were either attended or offered by UJ Sport during 2010, including the annual Intervarsity that was hosted by the University of Pretoria on 6 March 2010; the Varsity Cup of which three home matches were hosted on 15 February 2010 (UJ vs Maties), 1 March 2010 (UJ vs University of Cape Town (televised

match)) and 8 March 2010 (UJ vs Nelson Mandela Metropolitan University (televised match)); and the 21 Years of Sport Management Conference and Banquet on 13 May 2010 at Birchwood Hotel and Conference Centre, where Prof David Stotlar (University of Northern Colorado) was the guest speaker. Furthermore, the annual USSA Rowing Sprints were hosted by UJ at the Vanderkloof Dam in the Northern Cape from 24 to 28 March 2010. Lastly, the Biokinetic Clinic was also involved in the University's Wellness and Resilience Programme for 18 members of the UJ Executive Leadership Group, as well as for 51 other UJ staff members.

Various functions were arranged during 2010 to congratulate and acknowledge students on their achievements, including sports achievement awards and the annual formal Gala Awards Dinner, which was hosted at Usambara (fourth consecutive year) on 14 October 2010. The Sport Dinner is the highlight of the UJ Sport participation calendar and combines recognition of outstanding achievements on sporting and academic fronts. Gold, silver and bronze awards were made to achievers in eight different categories, while honorary commendations were made to all sponsors and clubs.

Sustainability

Sustainability within the UJ Sport environment implies sustainable delivery of sports participation on social/recreational, competitive and high-performance levels. The management structure, governance, risk management, quality assurance and finance in this report form part of the sustainability measures taken.

Apart from the sustainability requirements of the management part of UJ Sport, the sustainability of sports performance is dependent on high-performing participants, quality facilities, high-level competitions and academic performance. This is managed through recruitment, bursaries/scholarships, facility development and maintenance, coaches, etc. (see components in this report). A challenge regarding physical sustainability of UJ Sport is the potential of sound, light and space (parking) pollution at the UJ Sport facilities, in particular at the Stadium in Auckland Park. In addition to this stadium, the recycling of event waste is another sustainability aspect that should be attended to.

PERFORMANCE REVIEW: SPORT

The following results per sports club were obtained in 2010.

Athletics

Track and field

- Athletes enter individually for Central Gauteng track and field league meetings – no league structure for teams.
- 33 club members obtained junior provincial colours and a further 51 obtained senior provincial colours.
- Women placed third, men placed second and UJ finished third overall at the USSA Track and Field Championships in Potchefstroom on 3 and 4 April 2010.
- Seven men and one woman represented USSA at the Confederation of Universities and Colleges Sports Association Games in Gaborone, Botswana: Ruan Claasen, Dylan Cotter, Wade Jooste, Thuso Phaswana, Thoriso Ratsela, Zaarck Visser and Max Mogotsi and Bianca van Rooyan.
- Five athletes participated in the Junior African Championships in Mauritius from 30 July to 2 August 2009: Waide Jooste, Ruan Claasen, Dylan Cotter, Cheyne Rahme and Dewald van Heerden.
- Kyle Gilbert represented South Africa at the 2010 Youth Olympic Games held in Singapore.
- Two athletes, Wade Jooste and Dewald van Heerden, represented South Africa at the 2010 IAAF World Junior Championships held in Canada.
- Cheyne Rahme represented South Africa in the pole vault competition at the Commonwealth Games in India – he finished fourth.
- Cindy Peters represented South Africa at the 2010 Confederation of African Athletics African Championships in Kenya, while two male athletes represented Namibia at the same event: Roger Haitengi and Solomon Tauire.
- Nolene Conrad represented South Africa at the 2010 Southern Region Half Marathon Championships in Malawi.

Cross-country

- UJ finished third overall, with the men finishing third and the women second at the USSA Cross Country Championships in Port Elizabeth.
- Ashleigh Schnetler represented South Africa at the 2010 IAAF World Cross-Country Championships in Poland.

Basketball

- Intervarsity: The men's 1st team won (fifth consecutive year) and women's 1st team also beat Tuks at Tuks.
- The UJ men's 1st team finished third at the USSA national tournament. The UJ women's 1st team won the USSA National tournament at UKZN from 6 to 10 December 2010.
- Gabisile Ndlangamendla was awarded Most Valuable Player, while Nosipho Njekweni and Charity Chigumba were awarded All Star status at the USSA national tournament.
- Two men, Sakhile Khunga and Jeremia Phiri, as well as three women, Sarah Phiri, Nosipho Njokweni and Gabisilo Ndlangamendla, were awarded senior provincial colours.
- Three athletes received USSA colours and represented South Africa at the Confederation of Universities and Colleges Sports Association Games in Gaborone, Botswana: Sarah Phiri, Nosipho Njokweni and Gabisile Ndlagamendla.
- Sibusiso Ngobiso was selected for the junior national U/20 squad, but was not in the final team for the Supreme Council of Sports Zone VI tournament that took place in Swaziland from 9 to 20 December 2010.
- Four athletes were awarded national colours: Nonsipho Njokweni and Gabisile Ndlangamendla represented South Africa, whereas Charity Chigumba and Rachel Makoni represented Zimbabwe.

Cricket

- Gauteng Cricket League 2009/2010:
 - The UJ 1st team finished second in the Premier League.
 - The Saturday team finished first in the Saturday League.
 - During 2010, UJ gained permission from the Gauteng Cricket Board to enter a second team into the Premier League during 2011 – this team will be a developmental team that needs to comprise a minimum of seven players of colour. This team will, when the facility is finalised, be based on the Soweto Campus.
 - The President's League team won the league.
- 13 players were included in senior provincial teams: Shane Burger, Richard Cameron, Stephen Cook, Richard das Neves, Mike de Vrye, Zander de Bruyn, Dominic Hendriks, Graham Hume, Sean Jamieson, Matt McGillveray, Ethan O'Reilly, Jonathan Vandiar and Pieter van Zyl.
- Four players were included in junior provincial teams: Naseer Hoosen, Craig Parker, Barend van der Walt and Johann van der Merwe.
- The UJ cricket team won the USSA B-division (of the A-section) and was promoted to compete in the USSA A-division of the A-section in 2011.
- Rico du Plessis was selected for the USSA squad and Dominic Hendriks was selected for the USSA team to play against the South African A-team as well as the South African Academy Team.
- Graham Hume and Dominic Hendriks were included in the SA U/19 team to represent South Africa at the U/19 World Cup held in New Zealand in January 2010 – Graham Hume was awarded best bowler at this tournament.
- Five UJ players represented Gauteng and five played in the Airtel Champions League Twenty/20 competition: Richard Cameron, Shane Burger, Zander de Bruyn, Jonathan Vandiar and Ethan O'Reilly.

Football

- The Soweto Campus men's team was the runner-up in the South African Football Association Soweto League.
- The women's 1st team won the ABSA League and in doing so was promoted to the Sasol league for 2010 (first division league in SA), in which they finished fourth overall.
- 36 teams participated in the internal league. This league consists of 900 players competing from four campuses.
- The women's team finished won the USSA Gauteng Championships for the third consecutive year. The men's team also finished first, thereby qualifying to compete at the USSA National Club Championships at Rhodes University from 6 to 12 December 2010.

- USSA Club Championships Tournament awards:
- Zanele Sukazi – USSA Club Championships’ Goal Scorer of the tournament.
- Four male students were included in the USSA team for 2010/2011: Ross Lewis, Anathi Mbebe, Tshepiso Motaung and Itumeleng Mogatsi.
- Eight female students were included in the USSA team for 2010/2011: Fredrica Mamabolo, Nthabeleng Modiko, Lerato Mokoena, Emily Mogothle, Valeri Matenche, Siduduze Mthethwa, Zanele Sukazi, and Basia Michaels.
- Four women represented South Africa: Emily Mogothle and Yola Jafta represented the senior national women’s team in international friendly matches. Nthabeleng Modiko and Amanda Dlamini represented the senior national women’s team at the Confederation of African Football African Women Championships, in which South Africa finished third.

Hockey

Indoor hockey

- Three women’s and three men’s teams participated in the Southern Gauteng Indoor League. Both 2nd teams participated in the Premier League.
- The women’s 1st and the men’s 1st team both finished second in the Southern Gauteng Premier League.
- Five women obtained senior provincial colours: Lisa-Marie Deetlefs, Sarah Bevis, Pietie Coetzee, Sarah Harley and Tanith Drake.
- Seven men were awarded senior provincial colours: Shaun Davenhill, Miguel Da Graca, Lance Louw, Brandon Panther, Marc de Jager, Oliver Whiteley and Michael Smith. One non-student, Dylan Coombes, was also included in the Senior Southern Gauteng Indoor Team.
- Four men were included in the senior national indoor squad: Lance Louw, Marc de Jager, Shaun Davenhill and Miguel Da Graca.
- Three women, namely, Pietie Coetzee, Camille Jasson and Lisa-Marie Deetlefs, were selected for the senior national indoor squad.

Field hockey

- Eight men’s and five women’s teams were affiliated to Southern Gauteng for provincial league participation in 2010.
- The men’s 1st team won and the women’s 1st team finished second in the Southern Gauteng Premier League.
- The USSA tournament did not take place during 2010, as a result of the 2010 FIFA World Cup.
- 18 men and 10 women were awarded senior provincial colours.
- Three men, namely, Miguel Da Graca, Shaun Davenhill and Clinton Panther, were selected for the senior national squad.
- One female, Pietie Coetzee, represented South Africa at the Commonwealth Games and Hockey World Cup. She was also awarded the Southern Gauteng Hockey Association award for the first South African hockey player to reach 200 caps and 200 goals.
- The mini and junior clubs – which were established during 2006 – grew to a membership of approximately 219 children (mini club: 95 and junior club: 124).
- The community engagement programme in Diepsloot had a membership of 110 children. This programme came second in the Jack Cheetham awards. This award was introduced by the South African Sports Confederation and Olympic Committee, with Murray & Roberts as the financial partner.

Netball

- The UJ Netball Club entered three teams in the Gauteng East and five teams in the Gauteng West leagues. The 1st team won the Gauteng East First League.
- Eight women were included in the Eastern Gauteng provincial open team: Minette Venter, Anaret Viljoen, Michelle du Preez, Lindie Lombard, Debbie Niewoudt, Angelique Lochner, Babetsana Dibetwa and Carren March.
- 12 women were selected for the U/21 Eastern Gauteng team and were awarded junior provincial colours: Lezani Viviers, Carren March, Angelique Lochner, Debbie Niewoudt, Bernike Botha, Matlala Mokoko, Antonina Aparicio, Elouise Snyman, Nombulelo Qali, Lindelwa, Melanie de Lange and Lindie Lombard.

- Six players were selected for the Eastern Gauteng U/19 team: Aimee Kirby, Ilize Jones, Faith Dlamini, Candice Berge, Lize-Marie Steenkamp and Anne-Mari Erasmus.
- Six players were included in the USSA squad. Only Minette Venter represented the USSA team at the Confederation of Universities and Colleges Sports Association Games in Botswana.
- Ilzerie Brits (club player) was awarded senior national colours and represented South Africa in a match against England.

Rowing

- USSA Sprints competition at the Vanderkloof Dam in March: UJ finished first overall, with the men finishing second and the women winning the competition;
- The Universities Boat Race on the Kowie River in September 2010: the women's A- and B-teams won their respective divisions, while the men's A- and B-teams finished third and second respectively.
- The VLUJ club won the prestigious Buffalo Regatta as well as the SA Championships.
- Three men and two women obtained Blues colours (USSA A-team colours): Lloyd Bimmelman, Michael Cellier, Shane Reynolds, Tara Bawden and Naydene Smith); while two men and one woman received Grudge colours (USSA B-team): Garry Fortman, Jeffrey Knowles and Kate Christowitz.
- Naydene Smith and Tara Bawden represented South Africa (WA4-) at the World Student Games in Hungary, where they placed sixth in the final. UJ was also represented by Melissa Chaney (manager) and Alan Nooy (coach).
- Kate Christowitz represented South Africa (WA2-) at the World U/23 Rowing World Championships, where she finished fourth in the final.
- VLUJ Club member, Peter Lambert represented South Africa at the World Rowing Championships in New Zealand and won both the Buffalo Regatta and SA Championships in the MA1X.

Rugby

- Five teams participated in the Pirates Grand Challenge competition – all five teams won their respective leagues. In total, the FNB UJ Rugby Club won 11 leagues during 2010. This was the Club's most successful season since 2005.
- Three players were included in the USSA 7s team: Earl Lewis, Clinton de Klerk, and Jacques Erasmus.
- 46 players were included in senior and 89 players in junior provincial teams.
- 14 players participated in the Super 14 competition, 14 in the Currie Cup and 18 players took part in the Vodacom Cup.
- Seven players obtained junior national colours: Wessel Du Rand, Ruan Dreyer, Sebastion de Chaves, Jaco Taute, Elton Jantjies, Wandile Mjekevu and Francois du Toit.
- Bernardo Botha represented South Africa in the 7s competition at the Commonwealth Games.

Golf

- Regular matches against the alumni of Pukke, Tuks, Rhodes, Maties (Stellenbosch) and Kovies were organised.
- UJ finished first at the International Davis Cup in Swaziland.
- Michael Dixon was awarded junior national U/23 colours and he was included in the USSA squad.
- Three men were selected for the SA Amateur Golf League.

Martial Arts

- The men's team won the USSA Championships held in Limpopo in December 2010, for the sixth consecutive year. The women finished second and the UJ team finished third overall.
- Shane Moss, James Chan and Morgan Moss were included in the USSA team that travelled to Montenegro for the World University Championship.
- Morgan and Shane Moss were included in the senior national team and attended the Zone VI Championships in Namibia.

Sport for Students with Disabilities

- Samkelo Radebe was included in the senior national team representing South Africa at the Commonwealth Games in Delhi, where he won a silver medal in the 100 m (T45 class).
- Samkelo Radebe was also named the South African Sports Association for Physically Disabled Sportsman of the Year – a great honour for this promising UJ sportsman.

- Zandile Nhlapo, Chanelle van Zyl (UJ club), Pieter du Preez (UJ club), Hugene Murray (UJ club), Andrea Dalle Ave (UJ club) and Tsakani Mahori qualified for the national championships and were awarded provincial colours.
- Wheelchair tennis: Lucas Sithole is ranked Number 14 in the world.

Squash

- Three women's and six men's teams participated in the Gauteng Squash League;
- UJ's Number 1 women's player, Farrah Sterne (club member), was ranked Number 1 in SA and was awarded senior national colours.
- Three women, Kathryn Blake, Alushca Botha and Farrah Sterne, and two men, Marco Becker and Jaco Potgieter, obtained senior provincial colours. Simphiwe Gqubani was awarded junior provincial colours.
- The UJ 1st women's team and the men's 9th team won their respective leagues;
- Simphiwe Gqubani was named the Most Promising Junior Player at the Gauteng Squash prize-giving, while the UJ Club won the prize for the club that improved the most regarding league performance.
- A staff squash league was implemented from 24 February 2010.

Tennis

- Kyle Parfitt was included in the USSA tennis squad for participation in the World Student Games in China during 2011.

Volleyball

- The UJ men's team won the National Club Championships held in Durban during August 2010.
- The UJ women's team came second at the Volleyball SA Cup and qualified for the Club Championships in 2011.
- Two students, Thabo Ntombela and Nazreen West, obtained junior provincial colours.
- Two students, Panache Chicuta and Meera Jivan, as well as two non-students, Gershon Rorich and Jeremy Sunker, were awarded senior provincial colours.
- Parcy Baloyi, Quellin Govender and Meera Jivan were included in the USSA team and represented South Africa at the Confederation of Universities and Colleges Sports Association Games in Botswana.
- Thabo Ntombela was included in the junior national team representing South Africa at the African Nations Youth Boys Championships.

Water Polo

- The Rand Park High School swimming pool was used once again for UJ Water Polo Club training.
- 2009/2010 league season: The UJ women's 1st team won the Premier League and the men's 1st team won the First League. The men's team was promoted to the Premier League for the 2010/2011 season.
- Five men obtained senior provincial B-team colours: Dean Whyte, Christopher Young, Justin Gascoigne, Giacomo Bonavera and Chris McGuire.
- Four women, Kieren Paley, Anke Jacobs, Claire Gorrie and Kate Meintjies, were awarded senior provincial colours representing Gauteng A.
- Three women represented Gauteng B: Jenna Thomson, Melissa Michell and Tracey Gilbert.

Bisley-Shooting

- André du Toit obtained senior national colours at the South African Championships held in Bloemfontein during April 2010. He will be representing South Africa at the World Bisley Shooting Championships in October 2011 in Brisbane, Australia.

Canoeing

- Sisters, Suzette and Hanri Maree won the women's U/21 category at the 2010 Fish River Canoe Marathon which took place from 10 to 12 September 2010.

Chess

- Matthew Jonker obtained USSA colours and represented South Africa at the Confederation of Universities and Colleges Sports Association Games in Gaborone. He won all his games on Board 1 and was the best player at the tournament. Dimitar Ristovich managed the USSA team at the Confederation of Universities and Colleges Sports Association Games.

- Matthew Jonker, DMITAR RISTOVICH and Tebogo Mahomele took part in the USSA Chess Championships that were held at the University of the Western Cape during December 2010. They placed fifth, sixth and 13th respectively out of 198 participants.
- Cindy Peters finished second in the women's section, out of 126 participants.

Judo

- Jan Schoeman (U/66 weight class) and Kevin Keuvelaar (U/81 weight class and U/91 weight class) represented UJ at the USSA Judo Championships hosted at Nelson Mandela Metropolitan University from 3 to 5 September 2010. They won gold in their respective categories and were included in the USSA squad.

Softball

- Eloise Warren represented the South African senior team at the Women's World Championships in Venezuela from 26 June to 2 July 2010. The team placed fourteenth out of 16 countries.

Triathlon

- Lauren Dance represented South Africa at the World U/23 Triathlon Championships that were held in Budapest, Hungary during September 2010. She placed 34th out of 71 participants.
- Lauren Dance was selected to attend the World Student Championships in Spain, but due to injury at the World Triathlon Championships she could not compete.

All policies and charters of the University, UJ Sport, Department of Sport and Movement Studies, the Faculty of Health Sciences, the Faculty of Health Sciences Training Centre as well as the HPCSA were adhered to.

In 2010, the following documents were updated for the Biokinetic Clinic:

- Quality Audit Report and Peer Review;
- Risk Category Profile;
- Cultural Integration Report.

UJ Sport strives towards excellence and, in doing so, one of the basic building blocks is quality. The major aspects to maintain quality services are:

Sports Clubs

- Motivation of staff members to pursue and maintain quality service and management;
- Recruitment of quality athletes and support staff (including coaches);
- Daily evaluation of results and interventions;
- Daily management of human resources;
- Continual evaluation of clubs, services and operations – and interventions when and where necessary (annual club evaluations, strategic planning sessions);
- Annual strategic planning and continual evaluation of progress.

Performance Excellence

- Motivation of staff members to pursue and maintain professional conduct and quality service delivery. It is also compulsory for staff to attend courses for professional development;
- Programmes and procedures: all conditioning programmes are spot-monitored by the managers of each unit and interventions are made. Procedures are continually assessed and updated;
- Feedback regarding assessments is submitted within two weeks. Feedback from clients is used to improve procedures and programmes;
- Evidence: continual update of statistics, records and reports;
- Quarterly assessment of Sport Science honours students by their mentors;
- Training sessions in the performance excellence area were supervised by qualified staff members and were recorded.

Coca-Cola Park Suite SE 401 is contracted by the University of Johannesburg for the period of 1 March 2007 until 28 February 2011 and includes seating for 170 people. This is a "blind" suite.

Coca-Cola Park Suite NW 302 was contracted from 1 January 2007 to 31 December 2010 and has seating for 24 people. Sport can be viewed from inside the suite. This suite is an exchange agreement between UJ

and Coca-Cola Park (the parking space at the DFC Campus is being used for rugby and soccer matches in exchange for the use of this suite). The contract for Suite NW 302 was finalised during May 2007 and therefore this suite started operating on 9 June 2007.

UJ Sport manages both suites.

Both suites had to be vacated for the FIFA World Cup. This was done on 8 May 2010. The suites were re-furnished (after the FIFA World Cup) on 21 July 2010.

The aim is mainly marketing and recruitment for the University, but the suites are managed as a self-sustained project.

An accusation of food poisoning as a result of the catering at SE 401 on 8 May 2010 was investigated. No causal relationship between the catering and the alleged food poisoning could be established. The caterers will sign the prescribed indemnity document in future.

WAY FORWARD

In order to plan and prepare for the next decade, UJ Sport and the Department of Sport and Movement Studies engaged in various strategic sessions, including three leadership sessions with the Deputy Vice-Chancellor Finance (Prof Henk Kriek); a Leadership Strategic Planning session of the unit managers and academic staff on 28 and 29 May 2009 at the UJ Orban Hockey Clubhouse; a workshop on the development of a strategic framework (10 June) based on strategic partnerships and stakeholder collaboration; and a three-day breakaway by all staff members of UJ Sport and the Department of Sport and Movement Studies at UJ Island from 25 to 27 October 2010 to refine the framework. Group leaders for each of the key performance indicators (education and training, research, community engagement, participation and alumni) will be determined in 2011 in order to steer the process of finalising the implementation plan.



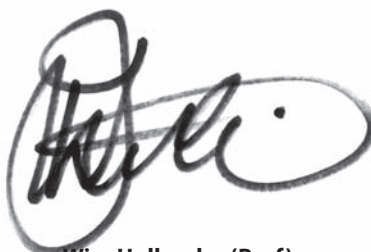
Bobby Mandew (Prof)

Executive Director: Student Affairs



Kerry Swift (Mr)

Executive Director: Advancement



Wim Hollander (Prof)

Executive Director: Sport



PEOPLE-FOCUSED AND SOCIALLY COHESIVE COMMUNITY: HUMAN RESOURCE MANAGEMENT

OVERVIEW

The Executive Director: Human Resource Management initially reported to the Deputy Vice-Chancellor: Strategic Services. However, this was changed to reporting to the Pro Vice-Chancellor in 2010.

The following strategic goal has reference: "Culture of transformation" with three performance indicators: widening of participation in terms of race, gender and disability and progress in the promotion of the UJ values. In addition to this, the strategic thrust for 2010 also focused on a people-focused and socially cohesive University community.

The performance indicators reflected in the Institutional Scorecard of 2010 and relating to human resource management are:

- Human resource management efficiency: a target of eight out of 10;
- Employee profile: the academic profile should reflect at least 29% black academic employees;
- Institutional culture programme and impact: a target of at least 60%.

GOVERNANCE AND POLICY FRAMEWORK

Governance

The Human Resources Committee of Council oversees the Council's responsibility related to human resource management within the institution. The Institutional Forum is responsible for giving advice to Council on matters related to transformation within the institution, which includes human resource management.

The key function areas in the Human Resources (HR) portfolio are organisational development, employee relations, business partnering and HR administrative services. During the course of 2010, each business unit has, in addition to its focus area, delivered against the plan on key targets of the HR capability and capacity-renewal project: namely, the implementation of the new structures which include role re-allocation, business process mapping, introduction of the business partner model, HR capacity-building, as well as cultural integration interventions for the Division.

The Executive Director has weekly interfaces with the Deputy Vice-Chancellor responsible for Human Resources and also has weekly meetings with the three direct reportees, as well as chairs the monthly HR Executive Management meetings that are meant to track progress, to identify challenges and for planning. The Executive Director sits on and reports to a number of the University's committees and chairs the Wellness Committee. The Division also acts as Secretariat for the Benefits Committee that it was instrumental in setting up in 2010.

Policy framework

In addition to the national legislative policy framework referred to in Section Three: UJ Operating Context and Governance Review, the following have relevance to human resource management at the University of Johannesburg (UJ):

- Conditions of Service;
- Guidelines for Appointment and Promotion of Academic Employees;
- Recruitment and Retention Strategy for Academic Employees;
- Framework for Staff Development;
- Policy on Whistle-Blowing;
- Policies and procedures on the appointment of members of the Executive Leadership Group (ELG), heads of academic schools and departments;
- Policy on Sexual Harassment;
- Revised HR Delegation of Authority Schedule;
- Policy on Temporary Employment;
- Policy on Fixed-Term Contract Appointments;
- Policy on Acting Allowances;
- Reappointment and performance review process for incumbent members of the Executive Leadership Group.

RISKS AND RISK MANAGEMENT

High-priority institutional risks that are reflected on the Risk Register and which are being mitigated through the Human Resource Re-Alignment Project and the Human Resource Effectiveness Plan by the Division include:

- Non-alignment of HR data processing systems;
- Ineffective resourcing processes;
- Loss of high-performing employees;
- Inconsistency in policies and practices;
- Inadequate human resource staff capability;
- Impact of HIV and AIDS on UJ staff complement.

PERFORMANCE

In the year under review, the divisional interventions and activities as carried out by the three departments have shown expansion of roles and responsibilities as well as improved growth and delivery in each of the focus areas.

Organisational development

- Resourcing: A total of 463 positions were advertised during 2010, of which 35% were in the academic field and 65% from the support services. From 158 academic positions advertised, the full recruitment process of 49% was accomplished and from the 305 support services positions advertised, the full recruitment process of 84% was accomplished;
- Salary adjustments for identified talent categories: a project was started to address the professorial categories, in the first instance, to effect market-related salary adjustments;
- A project for pay outs of historical long leave for a number of employees in the non-academic/support environment was successfully concluded;
- The leave self-service system was introduced and piloted in HR and prepared for broader use across UJ, together with the HR self-service process for early 2011. The HR information system has been developed to provide a self-service functionality, allowing employees to view and update their personal information and apply for leave online. This was successfully piloted in three divisions: Human Resource Management, Finance, and Information and Communication Services;
- Employee benefits: The Retirement Preparatory Programme was approved and is to be implemented from early 2011. The Medical Aid Consultant (Alexander Forbes) was appointed in October 2010;
- Executive Leadership development: an expanded coaching project started for the Executive Leadership Group; proposals for team coaching for interested faculties/divisions were approved (HR Division's Executive Management involved in team coaching); Management Executive Committee (MEC): Academic – team coaching started;
- An online training tool was developed for training employees in the use of Oracle self-service. A number of courses have been successfully developed and used during 2010.

Business partnering and HR services administration

- Technical Positions Framework: A project was started with the Faculties of Science, Engineering and the Built Environment, Art, Design and Architecture, and Health Sciences to look at the technical environment.

The aim was not only to standardise job profiles and grading of these positions, but also to look at the possibility of a career path in this specialised environment. The development of the Framework followed an intensive consultative process and was finally approved by the deans in May 2010. It involved a match-and-place process that was done according to approved guidelines used for the integration and renewal process. A total of 108 technical employees were matched. 44% of the employees received an increase/change in their peromnes level and 56% of the employees' status remained unchanged. No position was downgraded and an appeals process was arranged for the beginning of 2011 for the 12 appeals received.

- Vacancy Management Project: This project resulted in having eight positions, out of the 29 unoccupied positions over a period of three years, abolished, thereby saving the University R2 843 318,04;
- Non-Performance Exit Management: A project was conducted to establish appropriate interventions for the listed "non-performers" in the following categories: voluntary severance packages (VSPs), medical boarding process, performance development and management, redeployment and early retirement. This would cost UJ just over R2 million for VSPs alone. Following consultations with the Employee Relations Director and Human Resources business partners for the particular environment, processes and procedures were established for appropriate exit management, including use of performance improvement plans;
- Online Temporary Appointments and Payments Process: This process was developed via the Oracle system, to aid efficiency and to eliminate manual processing. A helpdesk comprising both Human Resources Administration staff and Payroll Team members was also set up to assist the environments with queries with regard to the system. In 2010, there were 492 active users on the system;
- The Human Resources Call Centre: This was successfully installed primarily to disseminate HR-related information to the University community and the external clients. The Call Centre mainly deals with queries from the University staff members on the various forms of leave, leave balances, tuition remission, and confirmation of employment. On issues that require processing, the Call Centre agent escalates the matter to the relevant sections for processing;
- Committee Administration: The Human Resources Services coordinated the promotion meetings for the 27 academic employees who were promoted; as well as convened the vice-dean appointment meetings, where four vice-deans were recommended and approved by MEC. The Division also accordingly updated the Promotion Criteria for Academics. Academic career paths were standardised to four and the new teaching-focused paths were introduced;
- Metro Filing and ImageNow Project: The electronic document management system within the HR Division commenced, with the categorisation of HR data and all files at Auckland Park Kingsway Campus and Doornfontein Campus were categorised and sent to Metro File for archiving. All the inactive files are currently archived at Metro File.

Employee relations

- The Problem Solving and Consultation Forum held five meetings in 2010 and key on the agenda were matters on the processes relating to the performance development management system, the clawbacks and on implementation and finalisation of some outstanding harmonisation issues.
- Substantive negotiations commenced as per schedule in September 2010, the bulk of which was concluded in December with SAPTU and NTEU, with NEHAWU opting to carry the outstanding matters over to early 2011. (For 2010, all unions agreed to a 7,75% total-cost-to-institution adjustment, which was within the mandate of 8% total salary adjustment).
- Bilateral discussions with UJ NEHAWU leadership have been initiated in order to improve the collective relationship.
- There are ongoing efforts made towards the constitution of an Employment Equity Forum, with representation beyond the recognised trade unions;
- Nine cases were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA) in 2010. Out of the nine, one was settled at CCMA, one was awarded to the employee, three are still at arbitration stage, three were dismissed and one condonation was denied.
- 13 disciplinary hearings resulted in: five dismissals, three resignations, three final written warnings and two acquittals.
- Labour Court matters – Three are awaiting court trial date and one is awaiting court ruling to dismiss the case.

- The renewal of the Employee Wellness Unit now includes the position of a Wellness Specialist whose priorities for 2011 include putting plans in place for the HIV and AIDS Workplace Programme and the Employee Assistance Programme as part of the Employee Wellness strategy.

The Wellness Unit undertook HIV/AIDS (*Re Abua/Let's Talk*) engagements with staff together with the Institutional Office for HIV and AIDS and Campus Health. 71 staff are reported as having engaged the external care provider, the Independent Counselling and Advisory Services, in 2010.

INSTITUTIONAL EMPLOYEE OVERVIEW

In December 2010, the UJ employee headcount was 2 876, of which 88% are permanent and 12% are on fixed-term contracts; 979 (34%) are academic employees and 1 897 (66%) are non-academic/support employees. The majority is male 1 463 (50,9%), with 1 413 females (49,1%). A total of 22 employees have declared a disability. All permanent and fixed-term contract employees, academic and support/non-academic within faculties and divisions are represented in these statistics. These statistics do not include temporary staff. Deceased employees in 2010 were nine, of which eight were African and one was white.

Equity performance

The overall equity shows a growth in black and foreign national employees in 2010. 71% of all new appointments were black, while 10% were foreign nationals. Only 18% of appointments were white. In 2010, the University set equity targets as follows:

- 29% of all permanent and fixed-term contract academic staff should be black.
- 60% of all appointments (academic and support/non academic) should be black.
- 10% of the remaining 40% may be foreign nationals.
- 70% of all black academic appointments should be African.

Table 56: Overall (academic and support/non-academic) equity profile for permanent and fixed-term employees

Faculty/division	Black	White	Total	Foreign national		Total	Grand total	Disabled	Faculty/division position		
				African	Other				Black	White	Foreign national
Academic Development and Support	45	51	96	4	1	5	101	1	44,55	50,50	4,95
Advancement	35	23	58	1	0	1	59	0	59,32	38,98	1,69
DVC: Academic	1	1	2	0	1	1	3	0	33,33	33,33	33,33
DVC: Finance	0	4	4	0	0	0	4	0	0,00	100,00	0,00
DVC: Research, Innovation and Advancement	2	0	2	0	0	0	2	0	100,00	0,00	0,00
DVC: Strategic Services	2	0	2	0	0	0	2	0	100,00	0,00	0,00
Finance	113	78	191	2	1	3	194	2	58,25	40,21	1,55
Human Resources	39	22	61	1	0	1	62	0	62,90	35,48	1,61
Information and Communication Systems	30	20	50	0	0	0	50	0	60,00	40,00	0,00
Institutional Planning and Quality Promotion	1	7	8	0	0	0	8	0	12,50	87,50	0,00

Library and Information Centre	83	40	123	1	0	1	124	1	66,94	32,26	0,81
Operations	440	86	526	1	0	1	527	6	83,49	16,32	0,19
Pro Vice-Chancellor	0	3	3	0	0	0	3	0	0,00	100,00	0,00
Registrar	0	2	2	0	0	0	2	0	0,00	100,00	0,00
Registrar – Central and Academic Administration	110	54	164	0	0	0	164	3	67,07	32,93	0,00
Registrar – Health and Wellness	19	4	23	0	0	0	23	0	82,61	17,39	0,00
Research and Innovation	8	7	15	0	0	0	15	0	53,33	46,67	0,00
Student Affairs	59	12	71	1	0	1	72	0	81,94	16,67	1,39
UJ Sport	13	20	33	0	0	0	33	0	39,39	60,61	0,00
Vice-Chancellor	4	0	4	0	0	0	4	0	100,00	0,00	0,00
DIVISION TOTAL	1 004	434	1 438	11	3	14	1 452	13	69,15	29,89	0,96
Art, Design and Architecture	19	45	64	2	0	2	66	0	28,79	68,18	3,03
Economic and Financial Sciences	59	112	171	0	0	0	171	0	34,50	65,50	0,00
Education	38	41	79	3	0	3	82	2	46,34	50,00	3,66
Engineering and the Built Environment	70	94	164	27	9	36	200	3	35,00	47,00	18,00
Health Sciences	61	69	130	2	1	3	133	1	45,86	51,88	2,26
Humanities	61	120	181	4	9	13	194	1	31,44	61,86	6,70
Law	23	44	67	3	0	3	70	0	32,86	62,86	4,29
Management	100	143	243	14	3	17	260	2	38,46	55,00	6,54
Science	82	144	226	12	10	22	248	0	33,06	58,06	8,87
FACULTY TOTAL	513	812	1325	67	32	99	1 424	9	36,03	57,02	6,95
GRAND TOTAL	1 517	1 246	2 763	78	35	113	2 876	22	52,75	43,32	3,93

The following graphs provide an overview of the above targets as at the end of December 2010. It can be noted that only one target was not reached (70% of all black academic appointments should be African and only 61,82% was recorded).

While the overall equity profile of the University is looking positive at 52%, a record of an average of 53% of all resignations were black, with the majority of black resignations coming from the support/non-academic environment. The HR Division is paying particular attention to retention of black employees and seeks to provide advice on improving these.

INSTITUTIONAL SKILLS DEVELOPMENT PERFORMANCE

The skills development interventions by the Human Resources Division focus on non-academic training and developmental needs of employees and operate primarily within the context of the National Skills Development Act provisions. During the year under review, the Education, Training and Development Practices Sector Education and Training Authority (EDTP-SETA) awarded discretionary grants to the value of R250 000, which were used in the following staff development interventions:

Figure 1: Black academic permanent and full-time contract employees

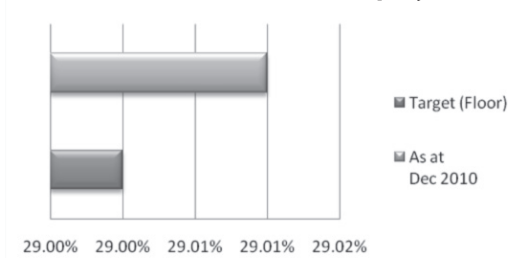


Figure 2: Black academic and support/non-academic appointments

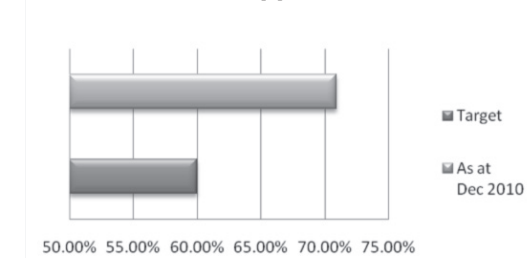


Figure 3: Foreign national appointments

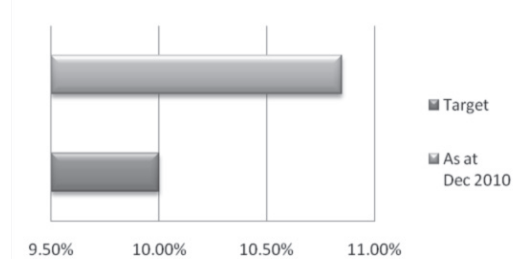


Figure 4: African academic appointments

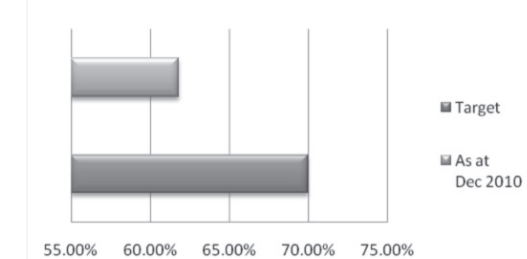


Table 57: Discretionary grants

Project	Number of beneficiaries	Training providers	Cost (Rands)
Project management	17	UNISA	127 500
MA and PhD	11	Any other higher education institution besides UJ	120 000
Total	27		247 500

Skills Development Training Committee meetings

Skills Development and Training Committee meetings were held in 2010, which representative employees and managers from the faculties, divisions and campuses attended and reports on training and development projects and initiatives that staff undertook within their sections were provided.

EMP201 forms

The employer skills development levies liabilities forms were submitted to the ETDP-SETA office and the mandatory grant of R 5,2 million was recovered (50% of the 1% of payroll paid to SARS according to legislation).

Training and development short courses

The following short courses were facilitated by a variety of internal and external training providers.

Table 58: Short courses 2010

Short course title	Date	Number of attendees
Business English Writing Skills	12 August	26
	6 October	27
Finance for Non-Financial Managers	3-4 August	12
	13-14 September	17
Power Speaking	8 July	12
	20 August	18
	16 September	10
Conflict Management	19 August	20
	8 October	12
Time Management	13 September	13
	29 October	21

Stress Management	20 July	10
	8 September	11
	12 October	10
Change and Diversity Management	9-10 September	8
Guidelines for Agenda Compilation and Minute-Taking	23 July	12
	10 September	11
	4 October	11
Service Excellence	26 July	17
	14 September	12
Project Management	5-6 August	23
	4-5 October	24
Effective Executive Secretary/PA	23-24 August	20
	7-8 October	10
MS Word Beginners	12-14 October	12
MS Word Intermediate	27-29 July	14
MS Word Advanced	23-25 August	18
	1-3 September	18
MS Excel Beginners	1-3 July	18
MS Excel Intermediate	23-25 August	12
	7-8 October	8
MS Excel Advanced	26-28 October	18
Ms PowerPoint, Outlook, Email and Internet	13-15 July	12
	18-20 August	21
MS Access	24-26 August	12
	6-8 October	12
		542

Adult Basic Education and Training (ABET)

ABET classes were delivered on all four of the UJ campuses and a total of 31 learners wrote the national Independent Examinations Board examinations in the learning areas of Communication Literacy, Communication Numeracy and Life Orientation. The progress of the students in terms of attendance, active participation and performance was monitored monthly and reported on as “progress percentages” by the ABET facilitators. The table below gives an indication of the learners’ participation in the various programmes:

Table 59: Adult Basic Education and Training

ABET learning areas	Communication in English	Mathematical Literacy	Life Orientation	TOTAL
Level 1	6	-	-	6
Level 2	10	-	-	10
Level 3	7	1	-	8
Level 4	4	-	3	7
TOTAL	27	1	3	31

EXECUTIVE LEADERSHIP DEVELOPMENT PERFORMANCE

The ELG continued, during the year under review, to receive individual coaching and a decision was made to support team coaching, including for committee structures such as the MEC: Academic. Plans are ahead for a comprehensive leadership and management development programme for all levels of management and also for the induction of new ELG members.

PERFORMANCE MANAGEMENT DEVELOPMENT AND REWARD PROCESS

A draft performance management process and procedure was consulted on with the Management Executive Committee, the MEC: Academic and Operations Committees, the combined Executive Leadership Group, the broader UJ environment and the unions. Although performance management was not implemented in 2010, the annual additional bonus was based on performance assessments guided by this process, as principles for

a performance management development framework were already proposed as part of the preparation for implementation of this process in 2011.

As a first step to bringing all staff rated as satisfactory, good or excellent to the institution's internal remuneration median for all remuneration bands, all professors performing at these levels as assessed by their respective executive deans were moved to the median of their salary range at a cost of R3 million. An exercise was undertaken to analyse and scrap, where required, all vacancies that were older than three years. The saved costs were used to fund the project mentioned above.

CULTURE TRANSFORMATION PERFORMANCE

During 2010, the focus of the Cultural Integration Project was to evaluate and build on the successes of Phases I and II of the Cultural Integration Strategy developed in 2008, the aim of which was to establish an enabling institutional environment that allows for maximum cultural integration for employees and students to live the UJ values. The following activities took place during 2010:

Cultural Survey

In order to assess whether the interventions that were conducted during 2008 and 2009 have had an impact on perceptions and experiences of institutional culture, the MEC requested that a follow-up survey be conducted during March 2010, in order to compare the results with those of the 2008 survey. The "global index" for UJ has increased from 52% to 57% and this is a statistically significant improvement. This improvement indicated that respondents were somewhat more positive about the aspects of the UJ culture tested.

Cultural Integration Day

On 26 February 2010, the Cultural Integration Project started its programme for the 2010 academic year with a very successful fun day. It recognised cultural integration successes and a commitment to enhanced cultural integration through continuing to live the UJ values.

HR intervention

An intervention in the HR environment was identified by the Cultural Integration Project Steering Committee after feedback received from the workshops conducted during 2009. Workshops were conducted by Prof Julian Sonn and Ms Lizette le Roux with all HR staff during April and May 2010.

2010 Diversity Week

UJ celebrated its first Diversity Week from 20 to 23 September 2010. The theme was *Celebrating Our Diversity* and the aim of the week was not only to celebrate the diversity among us, but also to explore diversity issues across different aspects of the University life.

STAKEHOLDER ENGAGEMENT PERFORMANCE

Internal stakeholders

The HR Division serves its key internal stakeholders and UJ's most valuable asset – its employees, as they individually and collectively contribute to the achievement of UJ's core business goals. The Division continually emphasises its "people first" philosophy and its key role as the face of UJ, as well as the first point of contact for entry employees. There are talent management efforts made in terms of strategy and policies to attract, professionally develop and retain employees, as well as endeavours to provide optimal support to faculties and divisions to manage their own human resources effectively. Actions as reflected in the Organisational Development portfolio include, as part of the HR Effectiveness Plan, the UJ Staff (stakeholder) Experience Survey of the HR Division. The Plan includes implementation from February 2011 and this involves one-on-one consultations between the HR Division and all internal stakeholders (faculties, divisions, units and centres), institutional buy-in and regular monitoring of the HR Effectiveness Plan.

External stakeholders

- The Department of Higher Education and Training: The Division collates information with respect to Higher Education Management Information System requirements for reporting on employee data.

- Department of Labour: The Division submits annual employee information as per compliance requirements with regard to labour legislation.
- An agreement was signed in June with the University of Siegen in Germany on strategic HR management and capacity-building and on pursuing a project under the Dialogue on Innovative Higher Education Strategies partnership programme of the German Academic Exchange Programme (DAAD).
- The University has investigated going into a partnership agreement with the North-West University to use similar systems and benefit from cost sharing. Arrangements for setting up this project are ongoing and involve the following divisions: Information and Communication Systems, Finance and Human Resources. Exchange visits of the UJ team to North-West University already took place in 2010.
- The HR Division has appointed Alexander Forbes to be the Medical Aid Consultant from October 2010. The aim of this appointment is to do away with the discrepancies found by having two providers. In addition to consulting services, Alexander Forbes must assist with the analysis of all five schemes and propose a solution to medical aid that will respond to the needs of the UJ community.
- PriceWaterhouseCoopers was appointed as the provider to assist Human Resources and Finance with outstanding harmonisation items.

CONCLUSION

The year 2010 has seen the Human Resources Division embarking on a project to redefine its role and set up its structures and processes to align with UJ's overall strategic goals and priorities. In order to create a sustained environment for high performance, the Division is progressively making strides in its endeavours to:

- Be a people potential enabler towards being a leading technology African city university;
- Attract and retain quality talent and support systems comparable to best-in-class institutions;
- Ensure business continuity through the alignment of capabilities with the UJ core business drivers;
- Develop an employee value proposition to reflect the UJ brand principles for both internal and external clients.

Although significant progress has been made to be a people-focused and socially cohesive community, the Institutional Scorecard target of eight (out of 10) related to Human Resources' efficiency was not achieved, as a rating of 3,5 was obtained. However, the Institutional Scorecard target relating to the percentage of black academic employees (target of at least 29%) was achieved. The target relating to the institutional culture programme and impact of 60% was achieved.

TARGETS AND WAY FORWARD

The year 2011 will be dedicated primarily towards a response to the UJ Staff Experience Survey, HR data-processing systems alignment, capacity-building and a review of HR policies and practices for managing the employment relationship, with competent HR partnering.

The aim in the coming years is to enhance and streamline the HR management systems. The strategic thrusts that have been defined by the University as part of the 2020 vision all have implications for Human Resources' capabilities and capacity to achieve the set targets. In order to support these targets, the Human Resources Division factors the need to attract and retain appropriately qualified, high-level academic teaching and research employees into its talent management processes and procedures.

One of the key indicators for Strategic Thrust Six, pertaining to leadership, is to increase, by 2020, the number of senior academic staff (i.e. professors, associate professors and principal lecturers) from the current 13% of permanent and fixed-term contract staff to 18%. Another key indicator is for all heads of academic departments to be professors, associate professors or principal lecturers by 2020. The Division is, within the new business partner model for the institution, monitoring seniority levels of academic staff, staff development and staff turnover continually in this regard.

Targets reflected in the Institutional Scorecard are:

- Human resources efficiency (focusing on data integrity and resourcing efficiency): 65%;
- Percentage of black academic employees: 30%;

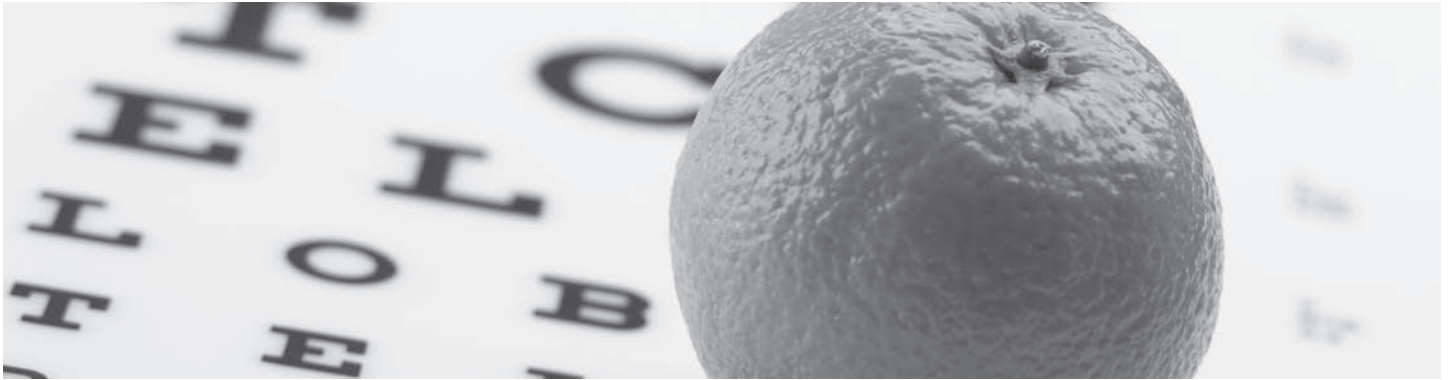
- Culture programme and impact (staff and students): 30%;
- Percentage of academic employees obtaining a master's qualification (qualifying group): 50% of the 126 enrolled for a master's programme;
- Leadership credibility (relating to vision, modelling, values, communication, influence, etc.): 7,0.

A handwritten signature in black ink, appearing to read 'P. Dube', with a large, sweeping loop on the left side.

Pamela Dube (Dr)
Executive Director

A handwritten signature in black ink, appearing to read 'Derek van der Merwe', with a large, sweeping loop on the left side.

Derek van der Merwe (Prof)
Pro Vice-Chancellor



PEOPLE-FOCUSED AND SOCIALLY COHESIVE COMMUNITY: HEALTH AND WELLNESS

OVERVIEW

Introduction

Four Health and Wellness divisions exist at the University of Johannesburg (UJ). They render extensive services to the University community, with limited human resource capacity. It can be categorically stated that UJ complies with its social responsibility with reference to healthcare service delivery. The divisions are:

- Primary Healthcare, also known as Campus Health;
- Institutional Office for HIV and AIDS (IOHA);
- Occupational Health;
- Employee Wellness.

The strategic focus remains on sustained excellence in service delivery and preferred student experience, as well as a people-focused and socially cohesive community.

Governance

The Primary Healthcare Clinic, Institutional Office for HIV and AIDS and the Occupational Health divisions report to the Registrar. Employee Wellness resides within the Human Resource Management Division. Each division has a committee with institutional representation. Quarterly reports are generated and serve at the Management Executive Committee (MEC) and relevant MEC committee meetings. The HIV and AIDS report also serves at the Senate Executive Committee and Council meetings.

Primary Healthcare Clinic

Fully functional primary healthcare practices exist on all four campuses. Staffing is limited as the service delivery focuses on its social responsibility as public primary healthcare services. The divisional Primary Healthcare Committee meets quarterly and one strategic workshop was held in 2010. The Manager is a member of several University committees (i.e. Committee for Persons with Disabilities, HIV and AIDS Committee, etc.). Patient data files and registers and minutes of clinic meetings are kept in accordance with University requirements. The nature of service delivery is as follows:

- Voluntary counselling and testing (VCT): all four of the campuses are Department of Health-accredited sites;
- Reproductive healthcare to both students and employees;
- Travel medicine (the Manager is registered as a travel medicine practitioner);
- Coordination of medical sport at major sporting events;
- Provision and maintenance of first aid kits for UJ Sports Clubs and student societies;
- Preventative medicine: vaccination programmes for students.

Office for HIV and AIDS

IOHA is located on all four campuses of the University of Johannesburg and renders services mainly to students. Two HIV coordinators, one administrative assistant and one project coordinator were appointed

on a contract basis in 2010. The Training Officer and Administrative Assistant have since resigned. The staff equity profile comprises: two Coloureds (male and female), one Indian (female) and one white (female). The Manager acts as the Chairperson of the University's HIV and AIDS Committee which gives direction for the HIV and AIDS programme for the year. The Registrar, the Executive Manager of the Institutional Office for HIV and AIDS and the Manager of the Campus Health Services act as the Executive Committee for consideration of urgent matters.

All HIV and AIDS activities at UJ are monitored by the HIV and AIDS Committee, under the auspices of the Registrar, to ensure the quality delivery of services. IOHA submits quarterly and annual reports to the Registrar. The Institutional Office for HIV and AIDS also functions within the broader South African National AIDS Council framework and aligns its functions with the SA Strategic Plan for HIV and AIDS and Sexually Transmitted Infections (2007-2011), the Higher Education Policy Framework for HIV in South Africa (HEAIDS 2008), the UJ HIV and AIDS Policy and other health-related policies within UJ.

The HIV and AIDS programme of the University consists of a number of similar activities happening on all campuses on an ongoing basis, e.g. condom and information leaflet distribution; voluntary counselling and testing; as training of learner peer educators who then participate in annual projects on HIV awareness; campus and community outreach; and national directives (e.g. Candlelight Memorial). The training of staff peer educators (managed by the Human Resources (HR) Wellness Unit) and the observation of UJ World AIDS Day also formed part of the activities in 2010.

UJ follows the higher education strategy against HIV and AIDS (HEAIDS), a programme of Higher Education South Africa (HESA), which has aims to reduce the threat of the spread of HIV and AIDS in the higher education sector, to mitigate its impact through planning and capacity development and to manage the impact of the epidemic in a way that reflects the ethical, social, knowledge transmission and production that is the mission of higher education institutions in society. The Higher Education Policy Framework for HIV (HEPF) was launched in 2008 by the Department of Education (DoE) and HESA. The HEPF aims to achieve measurable change in six areas, namely:

- Leadership commitment and reporting;
- Prevention, care and support;
- HR workplace programme;
- Curriculum integration, research and community engagement;
- Corporate marketing and communications;
- Monitoring and evaluation.

Occupational Health

The purpose of an occupational health practice is surveilling the work environment; identifying and assessing health hazards; surveilling employee health in relation to work; preventing illness; and promoting the health and psycho-social well-being of employees individually and collectively, in accordance with highest professional standards and ethical principles.

Occupational health is the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations by preventing departures from health, controlling risks and the adaptation of work to people and people to their jobs (International Labour Organisation/World Health Organisation, 1950). The service is available across campuses.

At UJ, comprehensive health risk auditing and mitigation, medical surveillance of those exposed to occupational and environmental stress factors, resilience building, patient advocacy and close collaboration with stakeholders serve a safe and healthy teaching and learning environment. Sustained excellence, infused with UJ's values and thrusts, guides service delivery as we run the marathon towards the goal of distinction.

The Occupational Health Committee oversees the governance and operates in line with its charter. This serves as the primary forum where occupational health and safety risks to our own staff (in addition to our clientele – the UJ population) are voiced and addressed. The staff are advised and provided with protective immunisations owing to their exposure at work. Personal protective equipment, such as N-95 masks, alcohol hand rub, impervious gloves and ultraviolet lamps, has been provided.

Nursing professionals who practice under Section 38 of the Nursing Act are appointed in writing. Copies were kept of all professional registrations at the SA Nursing Council.

Standing medical protocols, signed off by the consulting doctor, are made available to clinicians. Indemnity insurance has been compulsory and copies of the current registrations were kept. Post-exposure prophylactic measures in case of needle stick injuries were kept ready: medication, blood tests, HIV insurance and injury-on-duty procedures.

Emergency egress, signage and fire extinguishers are in place. Assembly points are located.

POLICY FRAMEWORK AND GOVERNANCE

The Health and Wellness divisions function in accordance with the national health legislation, regulations, imperatives and strategies. Institutional policies and strategies also exist. The following are highlighted:

- National Health Act and related regulations, policies, strategies;
- Medicine Act and subsequent regulations and policies;
- Occupational Health and Safety Act and related regulations;
- Policies on the testing for HIV;
- HESA Policy Framework for HIV and AIDS;
- Nursing Act and subsequent regulations;
- Pharmacy Act and subsequent regulations;
- Institutional policies and procedures related to health and wellness professional interventions and procedures resulting in "standard operating procedures";
- HIV and AIDS Policy;
- Occupational Health Policy;
- Occupational Health and Risk Assessment Policy;
- Medical Emergency Procedures;
- Ionising Radiation Policy;
- Disaster Management Policy (also related to Operations);
- Human Resource Management policies, directives and procedures related to employee wellness.

PERFORMANCE

Primary Healthcare

A number of achievements characterised the past five-year period, namely:

- Further standardisation of service delivery on all four campuses, resulting in increased campus equivalence in this regard;
- Improved staffing at all four clinics: receptionists at Auckland Park Bunting Road (APB) Campus, Doornfontein Campus (DFC) and Soweto Campus (SWC), as well as four additional counsellors;
- Expansion of travel medicine to staff and students on all four campuses;
- Partnerships with local health authorities and Department of Health in Gauteng in order to improve services;
- Quality assurance, standardisation of policies and procedures, as well as the introduction of a patient satisfaction survey.

There was a gradual increase in primary healthcare consultations from 2006 to 2010. Based on 234 consultation days for 2010, the Auckland Park Kingsway (APK) Campus had an average of 50 consultations per day compared to 22 per day at APB, 21 per day at DFC and 16 per day at SWC. The figure below reflects the number of consultations.

HIV/AIDS counselling at Campus Health

The number of HIV-positive patients (employees and students) in 2006 was 35, of which 10 were males and 25 were females, with a prevalence of 1,5%. The number of HIV-positive patients almost doubled in 2010 to 68, with 17 positive males and 51 positive females, with a prevalence of 2,2%.

Stakeholder engagement performance: Primary Healthcare Practice

Campus Health has established a reputable and sustainable working relationship with the local authority clinics, as well as the Gauteng Department of Health.

Figure 5: Consultation at clinics (HIV counselling and testing), January 2006 to December 2010

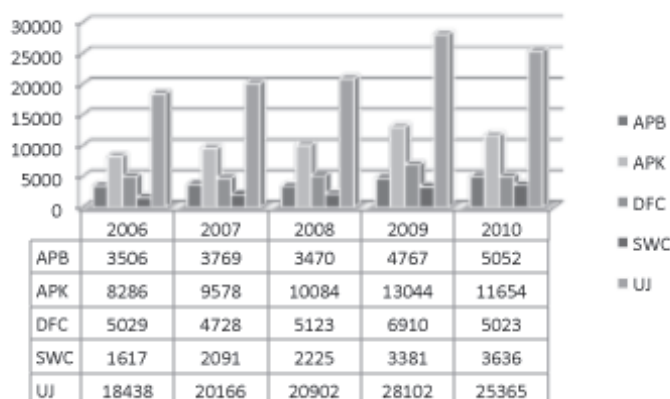
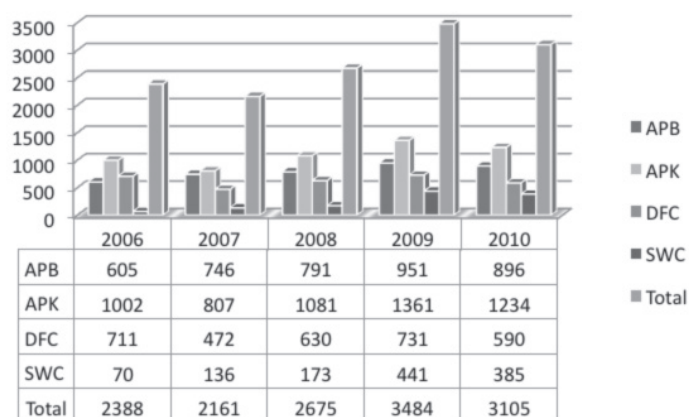


Figure 6: HIV counselling and testing statistics, Primary Healthcare Practice, 2006 to 2010



Sustainability performance: Primary Healthcare Practice

- Carbon footprint: awareness among staff members to reduce use of paper and to avoid unessential printing of documents. An electronic patient management system was implemented towards paperless patient record management as well as a paperless clinical environment;
- Energy usage: clinic lights are switched off over night and over weekends to reduce electrical power usage;
- Hazardous and non-hazardous waste management: medical waste is managed by an accredited medical waste company in order to comply with the legislation in this regard.

Institutional Office for HIV and AIDS

Task team leaders submitted written reports to the Chairperson of the HIV and AIDS Committee on project progress for 2010. The ImageNow electronic document management system is used to monitor the HEPF project.

In keeping with the University's commitment to assist in the HEAIDS goal, the HIV and AIDS Committee is subdivided into subcommittees/task teams that report back on our progress in the six areas listed above.

For the 2010 HIV and AIDS Report, the HEAIDS result areas, as outlined in the Higher Education Policy Framework for HIV in SA, are used as subheadings.

a) Leadership commitment and reporting

Reporting

HIV and AIDS quarterly and annual reports are submitted by the Registrar at MEC, Senate and Council

meetings, as well as to other relevant management structures. Task team leaders submitted written narrative reports to the Chairperson of the HIV and AIDS Committee on project progress for 2010.

Leadership participation in HIV campaigns

- MEC members participated in the annual Candlelight Memorial Ceremony and the launch of the HIV statues during Diversity Week.
- The HIV and AIDS Committee granted funding to the Student Representative Council (SRC) in support of their **Women Empowerment** project that was run in August on the Auckland Park Kingsway Campus.
- The SRC participated in the Candlelight Memorial in May.
- SASCO ran the **Graduate Alive** campaign in collaboration with IOHA in August.

Other

- The UJ HIV and AIDS Policy was aligned with the HEPF and approved by the MEC in December 2010.
- The HIV and AIDS Committee reviewed its strategic plan and charter for alignment with the HEPF in November and these documents will be submitted for final approval by the MEC.
- A colloquium to discuss the UJ knowledge, attitude, perceptions and behaviour (KAPB) and seroprevalence study results was held in June 2010. The following outcomes were achieved:
The development of an implementation strategy for prevention, care and support for students and staff; renewed commitment among stakeholders with regard to collaborative partnerships; and programme planning was rekindled.

b) Prevention, care and support

Voluntary counselling and testing

VCT services are offered free of charge to both students and staff at Campus Health on all four campuses. The four VCT lay counsellors are permanently placed at the Campus Health Clinics and are further supported by the intern psychologists from the Centre for Psychological Services and Career Development (PsyCaD), who render this service as part of their internship. PsyCaD reported that the number of VCT intern psychologists has decreased from 12 in 2009 to 10 in 2010. 3 105 individuals used the VCT services provided by Campus Health in 2010 and the calculated HIV prevalence value of 2% has increased slightly when compared to what was reported in 2009. Detailed statistics are provided in the VCT section of the Campus Health Report. The number of students that accessed VCT, offered by New Start (external service provider contracted by UJ), during the IOHA VCT week and UJ World AIDS Day was 1 999 and the calculated HIV prevalence value of 1,3% was reported. In total, 5 104 students accessed VCT services at UJ in 2010. Campus Health reported that it would conduct provider-initiated counselling and testing at the four UJ campuses in order to help increase the VCT statistics.

Condom distribution

Condoms at UJ are distributed by the Cleaning Services on a monthly basis on all UJ campuses and condoms are provided by the Society for Family Health. The control points are the Institutional Office for HIV and AIDS at APB and DFC, Campus Health at SWC and the Elite Cleaning Services at APK. Female condoms are distributed from Campus Health owing to the complex nature related to the usage thereof. A total of 390 700 condoms were reportedly distributed at UJ in 2010. This is a significant increase of 225 700 compared to 2009. The increase is as a result of the Project Promote partnership with the South African Business Coalition against HIV and AIDS and the Department of Health.

Student Peer Education (LINK programme)

The Student Peer Education Programme at UJ is managed by IOHA and is effective on all four UJ campuses.

The UJ Student Peer Education Programme interviews, selects and then trains student volunteers on how to educate their peers on HIV- and AIDS-related matters and to promote healthy behaviour among the general student population. These students also participate in leadership, diversity and team-building workshops.

- IOHA participated in the first-year Orientation programme, which included educating students about HIV and AIDS. 8 250 first year students participated in the programme.
- Condom/Sexually Transmitted Infection (STI) Week, 8 to 12 February: APB, DFC, APK and SWC hosted an annual Condom and STI week during the week of Valentine's Day. This was a joint effort between IOHA

and Campus Health. An estimated 600 students and staff participated in the event.

- The UJ Candlelight Memorial Ceremony for Hope titled *Shout for Life* was held on 7 May. The MEC and the SRC participated in this special event and an estimated 200 students attended. New Start conducted VCT on the day and 107 students tested for HIV.
- The Digital Stories Film Festival was held from 3 to 6 May, in partnership with Engender Health, at all four campuses, followed by discussions.
- The APK LINK provided an information desk for students during Care Week in May.
- 770 residence students at APB, SWC and DFC were trained in HIV and AIDS awareness.
- APB LINK was invited by the French Department to conduct information sessions on basic HIV information. 90 students attended the sessions.
- The launch of the new LINK Club took place in July. 200 new LINK volunteers were selected across the four campuses. Information sessions were held for these students during August and September.
- VCT Week, 23 to 27 August: New Start was contracted by IOHA to conduct the testing on all UJ campuses during this week. 1 201 students and staff received VCT and 1,3% of them tested positive and were referred internally or externally for follow-up. During the VCT Week, members of the SRC, house committees and SASCO participated in the testing campaign.
- The IOHA, in partnership with the Department of Public Governance, hosted an HIV Stigma Knockout Tournament on 27 August at SWC. An estimated 400 students participated in the event.
- The Tshepang Trust STOP HIV Campaign, in collaboration with the IOHA, conducted STOP conversation workshops with 170 students across campuses.
- UJ World AIDS Day was observed on 18 September at SWC. An estimated 250 staff and students participated in the event.
- Awards Ceremony, 20 October: Peer educators received certificates in recognition of their successful participation in the Peer Education Programme for the year.

Effective care and support

216 persons received information regarding HIV and AIDS and were referred to other UJ services for further assistance. 14 students joined a support group, supervised by the IOHA.

c) Human Resources workplace programme

- Staff peer educators (SPEs) promoted the programme at their various departments during February and participated in a tuberculosis awareness campaign during March.
- Wellness Day events for staff took place at all four UJ campuses during the months of July and August. HR Wellness partnered with various internal and external service providers (including three of the medical aid schemes) to provide health screenings and information for staff.
- Staff peer educators exhibited an HIV and AIDS information desk for staff and launched the *Meet Your Campus SPEs* campaign at APK.
- The IOHA, in partnership with the Department of Occupational Safety, rolled out an HIV information, education and communication campaign for staff and students pertaining to the reporting of rape incidence on campus, how to prevent exposure to HIV and other blood-borne diseases when cleaning blood spills (aimed at Cleaning Services) and the prevention and reporting of needle stick injuries (aimed at staff and students working in clinical laboratories). This campaign was rolled out across all four UJ campuses and permanent fixtures were placed in strategic places around campuses.
- An HR Workplace Strategy Workshop for HIV and AIDS took place on 15 July 2010. This was as a result of the KAPB and seroprevalence report.
- A Staff Peer Education Strategy Workshop took place on 22 and 23 November. The aim was to review the current programme and to align it with the HR Workplace Strategy, the Higher Education Policy Framework for HIV directives and the KAPB and seroprevalence study results.

d) Corporate marketing and communication

The communication key result area focuses on the enhancement of the Institutional HIV and AIDS Programme and the prominent exposure and visibility thereof through awareness. The following performance is relevant:

- The IOHA website link was placed on every faculty homepage, including Edulink;
- Media coverage of the KAPB and seroprevalence study, the VCT Week and the HIV exhibition in the U@UJ publication, including the UJ website;

- AIDS forums advertised on the UJ website for 2010 were:
 - *Sex and Sexuality* presented by Engender Health;
 - *HIV and Human Rights* presented by Engender Health;
 - *HIV in the Workplace* presented by BMW SA;
 - *HIV in the University* presented by IOHA;
 - *Gender and HIV* presented by UJ Department of Sociology;
 - *HIV Heritage: Past, Present and Future* presented by the AIDS Law Project team.
- Four HIV statues were launched/unveiled during Diversity Week in September;
- The *AM.I HIV* communication campaign was rolled out in November/December 2010.

e) Monitoring and evaluation

The key result area focuses primarily on the effectiveness of the institutional response in mitigating the impact of HIV and AIDS within the University. The following activities were undertaken to achieve this goal:

- A policy audit on UJ policies was conducted to identify any infringements related to human rights issues;
- Task team leaders submitted quarterly progress reports.

f) Curriculum integration, research and community engagement

Curriculum integration and research

- HIV and AIDS Exhibition

The various faculties at the University of Johannesburg organised and presented an innovative exhibition to showcase their HIV-related research, projects and curriculum integration interventions. This event aimed to encourage academia at UJ and other tertiary institutions to mainstream HIV and AIDS in their curricula and projects and to ensure that students were better prepared, both professionally and personally, to deal with HIV and AIDS.

- HIV E-Resource

An HIV E-Resource was launched by Edulink in collaboration with academic departments and IOHA. The purpose of the online resource is to assist academic staff with innovative material and information that could be used in the classroom to encourage the creation of space for HIV in the curriculum.

Community engagement performance: IOHA

- Art for Girls 2010 was hosted by IOHA (DFC and APB LINK), in collaboration with the Lefelo la Tlhokomelo Community Care Centre. 80 schoolgirls were encouraged to express themselves through art and the topic *My Future as a Woman in South Africa* was discussed by the group.
- The Soweto LINK shared basic facts about HIV and AIDS and taught the boys at the Carl Sithole Community Centre the art of collage-making and using this technique to express their feelings and thoughts.
- LINK.Com was launched in February 2010 and continued throughout the year. The project involved the LINK peer educators from the Auckland Park Bunting Road and Doornfontein Campuses and peer educators from the Reproductive Health and HIV Research Unit. Together, they trained 150 schoolchildren to be "peer educators" within their communities and, in particular, to reach out to children in their own age group.
- The APB LINK talked to 55 learners from the Progressive Primary School in Braamfontein about HIV, prevention and treatment.
- The Warrior of Light project was initiated by the APB and DFC LINK, to mark the 67 Minutes Day, held in celebration of Nelson Mandela's birthday on 18 July. Clothes and old books were collected and donated to the Salvation Army centre in Braamfontein.
- The Soweto LINK educated learners in Grades 10 and 11 at the T.J. High School in Soweto about the basic facts about HIV and AIDS.
- The APK LINK conducted an HIV and AIDS presentation at the Methodist Church.
- The APK LINK visited the Family Worship Centre Hospice.
- The SWC LINK donated clothing to the Carl Sithole Centre in Soweto in August.
- The APB and DFC LINK hosted an *Art for AIDS* project in August, where 25 girls from the Community Centre in Esselen Street were trained in using collage-making as a means to express their perceptions about HIV and AIDS.

HEAIDS activities

The HEAIDS sector-level activities were completed in September 2010. Final sector-level research reports were disseminated to relevant UJ stakeholders:

- Development of an HIV policy framework for the sector with support to institutions in developing/refining institutional policies and implementation plans;
- Development of a funding model to ensure sustained intervention;
- The roles of educators (including academic staff) in mitigating the impact of HIV;
- Piloting of an HIV module at 23 teacher education facilities;
- A seroprevalence research study, KAPB and risk assessment of the higher education sector;
- Design and development of a workplace programme for institutional staff, including a framework for workplace programmes;
- Good and innovative practices in HIV prevention;
- Graduate competency with regards to HIV and AIDS in the place of work.

Institutional-level activities, funded by the European Union/DoE, HESA and HEAIDS, were concluded in February 2010 and UJ's final feedback on its reports (including the audit report) was positive. The following outcomes were achieved through this grant:

- Campus Health facilities were expanded to accommodate more counsellors and interns to conduct VCT services;
- A management information system was developed for Campus Health to ensure accurate data capturing and monitoring of services;
- Additional staff were appointed at the IOHA and Campus Health;
- Staff Peer Education Programme was established;
- Research paper titled *Resilience and HIV* was presented at an international conference in England by Prof P. Fourie (Political Science Department);
- Research information management system was established to capture all HIV-related research conducted at UJ.

Additional activities

- Dr Nesha Haniff from the University of Michigan trained 20 LINK mentors.
- Faculty-based HIV training was conducted with students from the following departments: Multimedia and Fine Arts (Faculty of Art, Design and Architecture, APB); Somatology (Faculty of Health Sciences, DFC); Centre for Small Business Development (Faculty of Management, SWC); and Metallurgy (Faculty of Engineering and the Built Environment, DFC). In total, 180 students were trained.
- Staff members from IOHA presented papers titled *The Social Networking Approach to Behavioural Change in HIV* and *Reflections* by Researchers about their *Two-Year Journey on an HIV Project* at the HEAIDS National Conference held in March 2010.

Stakeholder engagement performance: IOHA

The following are relevant:

- Higher Education – AIDS (located within HESA);
- Department of Health and Social Development;
- Society for Family Health;
- New Start;
- Reproductive Health and HIV Research Unit;
- HIVSA;
- Esselen Community Centre in Hillbrow;
- Carl Sithole Community Centre in Soweto;
- Centre for the Study of AIDS;
- University of Stellenbosch;
- University of the Free State;
- Engender Health;
- University of Michigan;

- Soul City;
- Dimage;
- South African Youth Awareness Council;
- AIDS Consortium;
- Thembaletu Clinic: Right to Care;
- Tshepang Trust;
- Thaba Jabula Secondary School;
- BMW South Africa.

Occupational Health Practice

The UJ Occupational Health Practice is positioned optimally within the institution compared to its peers in the higher-education institutional landscape. The dynamics surrounding health, health risks and the environments in which UJ operates demand solutions as they arise. High-risk environments are continually audited for risk based on an approved audit plan and in line with legislation. Campus health-risk profiles have been compiled. Renewed prominence of research requires the continual re-assessment of altering facilities. New equipment and substances (whether biological, chemical or radio-active) may have exposure effects on employees and students.

Institutional effectiveness and audit preparation

The self-evaluation report has been receiving priority attention: workshops and consultation with the Quality Unit occurred. The Practice is ready for the peer review in May 2012. A client satisfaction survey was conducted and 94% positive narrative feedback was received. Policy development and reviews have been slow because of the ever-increasing scope of work.

Programmes

The UJ Resilience Programme now encompasses three tiers: the Executive Leadership Group (ELG), personal assistants of the ELG and 50 heads of departments from both academic and non-academic divisions. The in-house model adopted for this purpose provides for a professional assessment of clinical, psychological and biometric health. Risk stratification and virtual coronary angiogram scanning were aimed at (early) detection of risk and improving the health of key human resources.

Many clients were oblivious to the negative impact of a stress hormone, cortisol, which opposes insulin. Early detection of raised insulin levels has enabled clinicians both to treat the elevated cortisol levels and to optimise insulin receptor sensitivity in order to prevent pre-diabetes.

Screening of other early markers of disease (which some clients were unaware of) led to further investigations and prompt preventative intervention.

A growing need for support has become evident to the Practice (from clientele across all tiers of the institution): symptoms of work overload, anxiety/despondency and burnout seem to be increasing. Employees under severe stress appear NOT to disengage, but attempt to persevere until they become symptomatic.

The HIV Workplace Programme component offered at UJ included blood tests, consultations with the doctor, monthly supplements, referrals and special investigations. 11 employees were enrolled for a fit-for-purpose solution in order to address individual profiles and needs. Where required, an incapacity process was facilitated in partnership with HR.

Medical Surveillance and Biological Monitoring Programmes were conducted according to a surveillance matrix and in consultation with the visiting occupational medicine practitioner. These programmes have been directed towards selected "at-risk" groups. Groups, *inter alia*, included radiation workers, painters, drivers, food handlers and employees exposed to hazardous chemical and biological agents. Medical and biological monitoring was undertaken for students at risk and was done to the same standard as for employees. While all attempts have been made to cover risk group surveillance, no approval existed for pre-employment and exit medical assessments. HR advised against such assessments. Appointments proceeded without the legal provision of a pre-placement medical assessment within 14 days of being appointed.

Vaccinations were administered to food handlers, employees exposed to blood (e.g. Healthcare workers and medical responders at Protection Services) and official travellers, depending on their individual occupational risk exposure profiles.

Projects

FIFA: Much time was devoted to comprehensive medical, disaster and risk planning and preparation for the 2010 event. Activities included: providing a medical questionnaire to accommodation agencies for prospective visitors to UJ, drafting a FIFA Medical Emergency Standard Operating Procedure and writing a Health Plan for submission to the City of Johannesburg's Joint Operations Centre. It required the acquisition of service providers for food hygiene monitoring and for full-time medical stations at the three campuses – including triaging and transporting FIFA patients. Extensive collaboration existed with internal and external stakeholders up until successful completion.

Influenza campaign: 600 vaccinations were administered to employees across all four campuses free of charge. The Occupational Health Practice is a registered Viral Watch Sentinel Site for the National Institute for Communicable Diseases (NICD). This partnership ensures that suspected cases of pandemic influenza, which may be traced during screening at clinic visits, are tested. Free and immediate access to results follows. Close collaboration exists and guidance is immediately accessible in case of any outbreak of a communicable disease.

Radiography project: Monthly assessment of dosimeter badges issued to all radiation workers at the Radiography Department revealed one high reading, indicating exposure. An investigation was done and all employees were booked for medical screening. They were urged to wear the detection devices in the prescribed manner.

Water quality was investigated upon discovery that the chlorinator at APK was not functional. Results of samples taken from the municipal supply, the borehole and a tap sample (a mixture of the two sources) were normal. The quarterly testing of borehole water and functionality of the plant was allocated to the UJ Project Manager.

Tobacco control: National legislation has been amended. A workshop with all stakeholders and consultants resulted in a draft policy. Approval will precede the creation of designated smoking areas, new signage and enforcement towards a healthier population and living the standard as an example to students and the community.

Emergency preparedness

The Practice facilitated basic life support training for medical responders from Protection Services and nursing professionals. All qualifications are endorsed by the American Heart Association.

Comprehensive event risk management places UJ at the lead among peer institutions. In collaboration with Protection Services, the Occupational Health Practice liaises between event organisers and the contracted paramedic service provider (Netcare911) in order to advise and oversee appropriate medical standby for cultural and academic events – based on event risk factors. During 2010, 33 events were risk-assessed and standby was mediated according to the Metropolitan Council's event management requirements.

The new UJ ambulance was equipped and medical disposables and oxygen were supplied. Linen was bought and biohazardous waste management was taken care of. An Infection Control Procedure was written for the two ambulances. Bactericidal agents were provided for disinfecting the vehicles after transporting each patient and on a weekly schedule.

While the Disaster Management portfolio belongs to the Coordinator: Protection Services, the Occupational Health contribution has included the development of a Roving Triage Plan to supplement the central Emergency Operations Plan. The Triage Plan describes the roles of healthcare workers in the event of the need for medical rescue at UJ disaster sites.

The Disaster Room has been maintained and crash carts for each campus clinic have been acquired and stocked. A new set of medical emergency protocols have been created and print folders, signed by the UJ doctor, have been issued to the four clinics. These "standing orders" will be followed by clinicians in emergencies.

Continual monitoring of local and international emerging infectious diseases took place in collaboration with health agencies such as the World Health Organisation, the Centre for Disease Control and Prevention, NICD and the Department of Health.

Occupational Health risk assessment

Occupational Health risk auditing of all high-risk environments at UJ proceeded according to an approved, systematic audit plan.

Food hygiene monitoring of all tenants at UJ sites took place by announced and unannounced audits, training and ad hoc audits. Reports were received and assessed by the Practice. Substandard performance during the round of audits in May (64% versus the norm of 85%) was followed by an advisory to the MEC Risk Committee. A task team was elected to investigate. Awareness levels were raised among food tenants and the average score in September increased to 73%. The task team strategy is awaited.

Biohazardous occupational exposure risk: Pre-exposure vaccine prophylaxes were administered to at-risk groups of staff, e.g. health professionals, medical responders and sewerage workers.

Travel health risk was addressed by offering pre-travel medical assessments, vaccines and travel kits. Travel alerts were sent to the travelling population, where appropriate. Medical management and casualty evacuation liaison was required between International SOS, the travel insurer and family: one researcher contracted malaria abroad after declining chemoprophylaxis offered to him by the Practice. An employee contracted Dengue Fever (non-vaccine-preventable disease) after being bitten by a mosquito in India. This risk is associated with travel and research at UJ and the awareness among the risk group is only slowly improving. Those who do attend pre-travel assessments feel very positive about the service and continually request assistance before travel. This allows the clinician to react to emergencies abroad and to monitor health upon return.

Radiation risk control: UJ was privileged to have a temporary Radiation Protection Officer for the second year. Excellent pre-existing knowledge and partnership with the South African Nuclear Energy Corporation, the South African National Nuclear Regulator and the Department of Health positioned Dr Dazmen Mavunda well. He audited all radiation sources and equipment, facilitated licensing and acquisition of equipment for academic purposes and made recommendations to the Practice.

The Occupational Health Practice's role in radiation matters provided for employees and M-Zone students who worked with radioactive sources at UJ to be duly registered with the Directorate of Radiation Control at the Department of Health, after undergoing the prescribed medical examination. The Practice also administered the dosimetry service to those exposed at UJ: film badges are issued and accumulative exposure is assessed monthly.

Occupational injuries and diseases are managed by the Practice in compliance with the Department of Labour requirements. A high prevalence of finger, knee, hand and ankle injuries occurred in 2010. The majority was reported from the Garden Services, taking into consideration the work type and risk profile. The injury types that were seen the most were "fall on the same level", "fall at different levels"

and "cut by". No cases of occupational disease occurred. Occupational health risks were captured on the UJ Risk Register.

Stakeholder engagement performance: Occupational Health Practice

Internal stakeholders

The primary clientele of the Practice was employees. A secondary group of persons at risk consisted of students, contractors and visitors to campus sites. Emphasis is placed on employee health, but invariably includes all persons who are at risk. Occupational Health "clients" received 82% of all interventions for baseline or periodic medical examinations, based on their occupational risk exposure profiles. Occupational Health "patients" received 18% of interventions and reported to the Practice when they were unwell – whether physically or emotionally.

Internal subject matter experts included Dr Amina Nel (who provided assessments on water quality) and Protection Services (who are the first responders to medical emergencies and then consult us if required, who transport patients to hospitals and who coordinate event risk planning). Our colleagues at Primary Healthcare (which provides a point of entry for medical assistance and receives risk assessments, protective equipment and medical management guidelines from the Practice) and the Occupational Safety Department are

consulted where overlap occurs during planning, incidents and assessments. PsyCaD delivered a service to employees who were referred to them for exposure to work stressors. The Biokinetics Clinic at APB supported members of the UJ Resilience Programme with assessments and exercise facilities.

External stakeholders

External stakeholders comprised: occupational hygienists (auditors of health risk), the Netcare911 teams (medical event risk), the City of Johannesburg's Event Management Forum (event risk planning), the NICD (liaison in outbreaks, medical guidelines and testing) and LTL food hygiene auditors. The City of Johannesburg's Environmental Health Department made contact with us after inspections of food premises and their Public Health Department made contact during a localised outbreak of meningitis. The Department of Health's Communicable Diseases Division would be the contact point for notifiable diseases, the Directorate of Radiation Control at the Department of Health in the case of radiation inspections and enquiries and the National Laser Centre in the case of emergencies or enquiries regarding lasers at the Photonics Laboratory. The SA Society of Travel Medicine provides national travel alerts and case studies and the Federation of Infectious Diseases Societies of Southern Africa keeps us in touch with infection control developments. Centres for disease control and the World Health Organisation are often accessed for international trends in disease outbreaks and safe travel.

Sustainability performance: Occupational Health Practice

Sustainability reporting reflects duty of care to the environment, society and economic considerations. The governance of the division, social responsibility and environmental sustainability are discussed below.

International foundations are derived from the World Health Organisation, the International Commission on Occupational Health, International Labour Organisation and the South African legal-ethical framework. The UJ Occupational Health Committee Charter governs the UJ Occupational Health Committee. It consists of all permanent and temporary staff in its domain and functions in accordance with its approved charter. A policy framework is in place. The direct reporting line is to the Health and Wellness structure within the Registrar's portfolio.

Quality management takes place in accordance with the UJ self-evaluation process and the Practice has attended workshops and consulted the Quality Unit. We are poised to host a peer review in May 2012. Quality is, *inter alia*, sought in maintaining equipment and stock levels; compliance with the Department of Health permit and licence-dispensing requirements; calibration of equipment before use, e.g. audiometer; and maintaining surface, hand and air hygiene in clinic facilities, e.g. ultraviolet lights, surface disinfectants and hand hygiene. Optimal stacking and storage practices, daily cleaning of clinics and scheduling of consultations were upheld. Prompt feedback was given to clients. Continuous radio contact is kept with the Control Rooms to assess the need to become involved in medical emergencies. Courteous and prompt reply to emails and telephonic requests resulted in multiple positive narrative feedback comments.

Health risk auditing remains fundamental. The approved UJ Health Risk Audit Plan has been adhered to, as in the past. Risk, as assessed by the occupational hygienists, is ranked and quantified. The outcomes include immediate attention to high risk, with assimilation into the Occupational Health Practice Risk Register and the central UJ Risk Register. Detailed feedback to audited environments on risk range, impacts and mitigatory measures result in accurate budget planning and continual attention to a safe work and learning environment. Correct personal protective equipment, signage, bio-safety training and medical surveillance are advised.

Incorrect storage and waste management of hazardous chemical substances could result in explosion, contamination and overexposure. The Occupational Safety Department manages the portfolio for all waste management. Bilateral collaboration exists between Occupational Safety and Occupational Health divisions. Chemical storage spaces for APK and DFC away from laboratory complexes have been recommended and planned in detail. The budgets for those projects were turned down, pending upgrades.

Upon relocation of the Photovoltaic pilot plant to Stellenbosch, remaining electrical and chemical risk at the facility prompted an ad hoc occupational hygiene/electrical survey that was commissioned by the Practice. Access to the area was restricted, pending the corrective measures. The relocation of this plant has lowered risk to the entire APK Campus and was thus welcomed, owing to the fact that highly toxic gases were used

inside the building complex. The MEC Risk Committee has declared that this risk must be removed from the UJ Risk Register because the pilot plant's status has changed to a "UJ subsidiary".

The Occupational Health Practice was involved in planning surrounding an extensive survey by UJ on fume cupboards, chemical storage and ventilation ducting. The findings uncovered widespread, poor fume-extraction capacity and unsafe conditions in many areas. High risks were made known to the line management and the MEC Risk Committee. Remedial action followed to mitigate immediate risk. An indoor air quality audit was commissioned to assess exposure in moderate-risk areas. Results were submitted to the Project Manager for inclusion into specifications for the upgrading of all fume cupboards.

Emergency response: The low emergency-awareness level places the University population at risk. Re-instatement of a Disaster Committee is advised to streamline systems, planning and awareness. In the interim, focused collaboration with internal and external stakeholders has been maintained, triage plans have been revised and simulations have been conducted. Medical Emergency Protocols were written by the Practice to suit UJ's resources and to provide for codes of practice. Crash carts have been acquired, equipped and shipped to all campuses. The UJ ambulance is stocked and medical responders are offered updates on training via the Netcare911 contract. All nursing professionals are encouraged and sponsored to update their basic life support skills. Disaster risk has received renewed attention at the MEC Risk Committee, where all potential hazards have been submitted, accompanied by medical management guidelines.

The Standard Operating Procedure on Hazardous Radiation Incidents was reviewed by the Practice, in association with the Radiation Protection Officer. It was presented to our line manager. It details UJ's management of a radioactive contamination incident.

Emergency medical response on site: Medical response by Netcare911 within the "golden hour" is often dependent on traffic and a search for the patient in complex campus venues. Therefore, the immediate response of paramedics and health professionals has become critical! The Practice is alert to proceedings at the Control Rooms and becomes involved when appropriate. Medical equipment and life support bags are always ready for response to a scene.

Dedicated attention was paid to medical event risk, as noted earlier.

Social responsibilities

Sound event risk planning resulted in "contained" events, taking the wishes and safety of the community into consideration, e.g. RAG. Duty of care was exercised through regular auditing of the risk of emissions, radioactive contamination and effluent in order to prevent untoward contamination of the environment.

Environmental sustainability

The Constitution of the Republic of SA grants everyone the right to an environment that is not harmful to their health or well-being and to have the environment protected through reasonable legislative and other measures. Where harm cannot altogether be prevented, it must be minimised and redressed appropriately.

Environmental duty of care received precedence at the Practice: during the planned programme of assessment of health risk, environmental factors were included in assessments. Risk-ranking encompassed environmental risk and mitigating measures were advised. In addition, waste management of radioactive waste, emissions or effluent was addressed. The entire occupational health risk profile per audit thus assimilated environmental health risk into its risk ratings and recommendations.

At the UJ Clinics, optimal waste management practices exist for biohazardous medical waste, expired medicine and medical disposables. Recycling of cartridges, paper and batteries takes place. All biohazardous waste from the UJ ambulance is received and managed from here.

Environmental management practices at UJ should be a commitment and should include: zero environmental liability; reduced carbon footprint (e.g. only essential international travel); minimal and safe emissions of particulates and gases emanating from laboratories and engine rooms; reduced water and electricity usage; minimised waste (reduce, reuse and recycle); and 100% legal compliance.

Employee Wellness

The Human Resource division is responsible for employee wellness programmes and the Employee Assistance Programme is outsourced to the Independent Counselling and Advisory Services (ICAS). Employees and contracted service providers make use of the Primary Healthcare services, as well as Occupational Health services.

The Wellness Unit undertook HIV/AIDS (*Re Abua/Let's Talk*) engagements with staff, together with the Institutional Office for HIV and AIDS and Campus Health. 71 staff members are reported as having engaged the external care provider, ICAS, in 2010. The renewal of the Employee Wellness Unit includes the position of a Wellness Specialist whose priorities for 2011 include putting plans in place for the HIV and AIDS Workplace Programme and the Employee Assistance Programme, as part of the Employee Wellness strategy.

CONCLUSION AND WAY FORWARD

Service delivery is up to standard, despite expectations, especially from students, to expand service delivery. The focus for 2011 will be on the following:

- Sustaining excellence in service delivery, within the scope of resources available;
- Focusing on HIV counselling and testing (HCT) to increase the uptake among staff and students by 5% from the 2010 baseline;
- Increasing awareness and focusing on Pap smears for HIV-positive patients and the strengthening of partnerships with local authorities to improve this service to staff and students;
- Standardising stock management;
- Maintaining 0% adverse clinical events;
- Developing client satisfaction questionnaires and achieving a satisfaction rate of at least 85% in all divisions;
- Complying with the legal requirements related to continual professional development.

The measurable targets for each division are as follows:

Primary Healthcare

- Patient satisfaction rate: at least 85%;
- Adverse clinical events: 0%;
- Increased HCT uptake in the clinic: 5%.

Occupational Health

- Compliance with approved health risk plan: at least 90%;
- Compliance with Medical Surveillance and Biological Monitoring Programmes: at least 90%;
- Client satisfaction rate: at least 85%.

International Office for HIV and AIDS

- Client satisfaction rate: at least 85%;
- Increased membership of peer volunteer programmes, both staff and students: at least 5% compared to previous year;
- Increase HCT uptake among students by at least 2 500 and employees by at least 300 (these targets include the uptake during awareness campaigns).



Marie Muller (Prof)

Registrar



ENVIRONMENTAL SUSTAINABILITY: CARBON FOOTPRINT, ENERGY, WASTE AND WATER

INTRODUCTION

In keeping with the strategic thrust of having “cost-conscious and effective and sustainable resource generation”, the University puts significant emphasis on the sustainable use of resources. The following section will outline the University of Johannesburg’s (UJ) carbon, energy, waste and water use during 2010.

CARBON FOOTPRINT

Governance

UJ engaged KPMG in 2010 to begin the process of measuring the carbon footprint, as we firmly believe that “what gets measured gets managed”. The Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard, developed by the World Business Council for Sustainable Development, was used as a basis for determining the carbon footprint. The 2010 footprint will be used as the baseline for mitigation options and future comparatives.

The benefit of such an exercise is that it leads to identification of measurement and reporting processes that require improvement. This is the first year in which we have calculated our carbon footprint and the systems and processes we are currently using, while adequate, require further development. As we work through the recommendations with which we have been provided, our reporting will improve and no doubt the carbon footprint will change due to measurement and reporting improvements as well as operational effects.

Performance

Our overall carbon footprint amounted to 72 648 tons of carbon dioxide (CO₂), which equates to approximately 1,61 tons per student. In order to calculate the carbon footprint, data from each item on the emissions inventory was analysed and relevant conversion factors were applied to calculate the tons of CO₂ released by each source. Eskom’s 2010 conversion factor was used to calculate the emissions from purchased electricity. The other conversion factors were obtained from the United Kingdom’s Department for Environment Food and Rural Affairs (DEFRA) factors, which were updated in October 2010. DEFRA’s conversion factors are used by organisations worldwide to calculate their carbon footprints. The table below provides a breakdown per source and campus.

Electricity makes up the majority of UJ’s emissions, with a 96% contribution. Natural gas makes up 3%, catbot fuel 1% and fleet petrol, diesel and generator diesel each make up less than 1% of the overall carbon footprint. 66% of the carbon footprint is from the Auckland Park Kingsway (APK) Campus, 27% from the Doornfontein Campus (DFC), 5% from the Auckland Park Bunting (APB) Road Campus and the final 2% from the Soweto Campus (SWC).

Table 60: Overall greenhouse gas emissions

Emissions Source	APK	DFC	APB	SWC	Total tons CO ²
Electricity	46 594 186	19 374 225	3 006 281	823 918	69 799
Natural gas	821 968	512 875	512 875	0	1 848
Catbot fuel	419 963	0	0	0	420
Petrol (fleet)	181 957	45 454	9 769	11 382	249
Diesel (fleet)	58 703	1 796	1 236	217 675	279
Diesel generators	32 729	6 466	6 143	8 177	54
Total tons CO₂	48 110	19 941	3 536	1 061	72 648

In order to mitigate UJ's carbon footprint, the following was introduced at the APB and APK Campuses:

- Using battery-operated golf carts on campus;
- Advocating paperless meetings;
- Advocating recycling and the implementation of recycling stations at both campuses;
- Placing an embargo on all new air conditioning installations in offices;
- Planting an additional 114 trees;
- Introducing timers on passage lights on the interior of buildings.

Soweto Campus

- The landscaping of the new development is generally indigenous and requires low maintenance. An ecological corridor or "green belt" running along the southern boundary fence acts as an ecological corridor – linking Enoch Sontonga Hill to the wetland precinct flanking the Campus to the west.

Property Management Services

- A Biodiversity Assessment and Detailed Ecological Management Plan for UJ Island was compiled and is being implemented.

Transport and Environmental Services

- During an audit to determine the carbon footprint of the University, the Transport Office submitted full records of all vehicles, all fuel used and all diesel drawn. The final outcome of the audit is still awaited.

Way forward

- UJ has begun a programme to read the electricity meters on the four campuses.
- UJ will be installing meters and submeters on all four campuses from February 2011. The type of meter used is approved by Eskom and provides live updates that can be read online. UJ plans to use this live update feature in its awareness campaign. Students and staff will be able to see when consumption is high and will be able to reduce consumption accordingly.
- By reading the submeters, UJ will be able to determine which buildings are using an excessive amount of electricity. Ultimately, UJ wants to make someone responsible for the consumption in each area of the University and to use these people to drive reduction initiatives for that specific area.
- The meters will also be used to reconcile electricity consumption figures with Eskom invoices, enabling UJ to ensure that it is paying the appropriate amounts for consumption.
- SANS 204 energy-efficient building standards will be included in the formal Energy Efficiency Policy as the standard to be used for infrastructure construction and operations at the University.

In 2010, there has not been much focus on raising awareness of energy efficiency and the University's initiatives. UJ recognises that this will need to change in order to get both the staff and student body behind the initiatives and to find more energy efficiency measures. A formal plan and policy will be developed which will include the raising of awareness. Challenges include choosing the best medium to engage with the student body and staff. The campus design also means that meeting areas are not conducive to contacting or reaching students with a direct awareness campaign.

ENERGY

Overview

UJ puts a large emphasis on energy efficiency and is aiming to be the leading exemplar of energy efficiency in the higher education sector. The additional drivers for improving energy efficiency at the University include:

- Cost reduction, both through reduced tariffs and avoiding Eskom penalties for not reducing consumption (estimated to be R9 per kWh for institutions that do not lower their electricity use by 10%). With reference to the “punitive band”, the final proposal from Eskom is R 11,91;
- Responsible resource consumption;
- Energy conservation scheme with reference to Eskom energy efficiency and demand side management projects.

Policy framework

There is an informal energy efficiency plan in place, involving collaboration between the UJ Operations division and the other stakeholders. This plan is run by the Energy Efficiency Committee.

Governance

The Energy Efficiency Committee takes care of energy management at UJ.

Performance

- UJ has been putting energy efficiency initiatives in place since the 1980s. These included installing the latest energy-efficient lighting.
- The first step was to conduct a baseline assessment of the current energy usage. UJ engaged the KPMG Climate Change and Sustainability Services division to measure its baseline carbon footprint in 2010.
- An energy audit was conducted by the University to determine where to begin with energy-reducing measures.
- UJ is working with Station 7 (energy efficiency consultants). Station 7 has done a walk through, estimating potential energy savings.
- UJ is currently engaging with Eskom regarding demand side management. UJ would like to take advantage of Eskom’s standard offers; however, even if Eskom does not provide the relevant energy efficiency subsidies, UJ will go ahead with its energy efficiency initiatives.
- A number of initiatives are taking place, including hot water load control, energy-efficient lighting and air conditioning control.

Auckland Park Campus

- The operating conditionings for the air conditioners on the Auckland Park Campus were adjusted for “four seasons”: in summer, only cold water is used, while in winter, only hot water is used. As such, the hot and cold systems no longer conflict with each other. Presently, consumption of catbot fuel is +/- 120 kilolitres and in 1977 this consumption was +/- 500 kilolitres.
- The building management system has been upgraded over the years.
- Economy-cycle air conditioning units are centrally installed. This makes it possible to optimise on outside air, therefore saving energy.
- The Library and B Les 100 and 200 use the latest lighting technology.
- Light bulbs: Since 1978 there has been a change to fluorescent tubes. All the incandescent light bulbs have been systematically and methodically removed.
- The hot water requirements for air conditioning units are generated with catbot fuel (original source of energy was diesel). Catbot fuel is more or less 50% less expensive than diesel.
- Hot water boilers (80°C): This hot water is distributed throughout the Campus to central air handling units.

Multicampus

- Generators cater for blackouts: There are 47 generators in total across all the campuses and 48 uninterrupted power supplies are in the process of being installed.
- Data projectors and security systems are run on uninterrupted power supplies.

Residences

- New residences on the Soweto Campus are using solar water heaters.
- The New residence on the Auckland Park Kingsway Campus is using heat pumps. Since 1983, residences on the Auckland Park Campus have been using Sasol gas.

Way forward

- The University has decided to develop a more strategic and focused response to energy efficiency.
- UJ has set an unofficial target of reducing electricity consumption by 25%, from 2011, over a three-year period.
- UJ has identified high-energy consumption points in its residences and will target these areas for reduction.
- Initiatives will be embedded in a charter and policy for effective organisation-wide implementation.

WASTE MANAGEMENT

Overview

UJ Management will adopt a holistic approach which will ensure that waste is dealt with in an environmentally responsible manner related to health and safety, from its generation at the source through to its ultimate disposal. UJ aims to ensure that all waste generated on the grounds is stored, transported and disposed of in such a manner that it does not create a risk to the health and safety of people and the environment.

Policy framework

UJ has a formal, University-wide Waste Management Policy in place. The Policy is available on the UJ website.

Governance

Waste management falls under the Occupational Safety Department, which will:

- Minimise and, where possible, prevent the generation of waste on all campuses;
- Identify and classify all waste generated on the grounds of UJ;
- Have procedures in place to ensure that all waste identified is being stored, transported and disposed of in such a manner that it will not pollute the environment or cause health hazards;
- Adopt a cradle-to-grave principle;
- Actively get involved in recycling waste by making use of external service providers.

The Occupational Safety Coordinator is responsible for the overall management of waste on campus. Safety practitioners appointed on each campus are responsible for the day-to-day management of all waste and the control of the recycling stations. The safety practitioners report to the Occupational Safety Coordinator.

Performance

- The waste areas and recycling stations on APK and SWC have been completed and recycling will start in June 2011.
- At DFC and APB, recycling started in August 2009.
- Colour-coded waste recycling containers have been placed at strategic areas around campus. The containers cater for the recycling of the following: paper (blue), tin (red), plastic (yellow), glass (light blue) and others (green).

Table 61: Recycled waste

Commercial paper (tons)	White paper (tons)	Plastic (tons)	Cans (tons)	Aluminium (tons)	Cardboard boxes (tons)	Glass (tons)	Total (tons)
19	41	14	8	2	26	27	137

Table 62: Total waste generated

General waste (tons)	Building rubble (tons)	Hazardous waste (tons)	Medical waste (tons)	Total waste generated (tons)
1 298	407	66	5	1 776

- The total waste recycled from the total waste generated was 7,7%.
- Budget Waste is contracted to remove and dispose of all hazardous waste from UJ. Safe disposal certificates are used for hazardous waste disposed of. APK and DFC have specific areas where hazardous waste is stored, as per the minimum requirements stipulated by the Department of Water Affairs and Forestry.
- Hazardous waste is disposed of as per the minimum requirements of waste classification and disposal methods.
- Boxes for the recycling of cartridges have been placed at strategic areas on campus. The safety practitioner of each campus is responsible for the removal of the boxes once they are full. The boxes are removed and transported to DFC, where they are stored for collection.
- Used oil is collected and recycled by external companies.
- Florescent tubes are kept in containers at the waste area on each campus. Once the containers are full, the florescent tubes are transported to DFC by a vehicle registered to remove hazardous goods.
- The florescent tubes are crushed by an external waste controller for disposal by the external service provider.
- Safety tips regarding generation of waste and resources are placed on the UJ Intranet.
- Safety practitioners attend workshops on legislation regarding waste.
- Monthly safety inspections at the waste areas are conducted by the safety practitioners. Deviations are reported to the Occupational Safety Coordinator.
- Waste management forms part of the Health and Safety monthly meetings. The Health and Safety minutes are distributed to MEC for reference and feedback.

Way forward

- Have one service provider in place responsible for the removal of all waste generated by UJ;
- The service provider appointed will put waste controllers in place that will assist with the recycling programme on all four campuses and UJ Island;
- The waste controller will separate the waste into the following categories: common paper, white paper, plastics, cans, cardboard boxes and glass;
- Part of the income generated from the recycling will be given back to UJ. Proper recycling will also minimise the cost paid to the service provider for the removal of waste;
- Increase recycled waste to 14,3% in 2011;
- Place additional colour-coded recycling containers in strategic areas.

WATER

Overview

UJ has taken some big steps in 2010 towards managing water sustainability. The drivers for water management at UJ include:

- Cost reduction through reduced consumption;
- Responsible consumption of a scarce resource;
- Current cost of R25/kilolitres (water consumption measured for educational use and sewerage systems).

Governance

The Energy Efficiency Committee also takes care of water management at UJ.

Performance

APK

- 2010 marked the completion of the water project on the APK Campus. This project uses both borehole water and rainwater in order to supplement the municipal supply. The borehole and rainwater contributes 35 000 kilolitres to the University's water supply. The project originally came about owing to the following:

- The Council was only able to supply water to the Campus with a pressure of 2 bar. As such, UJ installed two storage tanks on the APK Campus. The 1 100 kilolitres of water in these tanks is tested and treated for human consumption and UJ is able to maintain the water pressure at 5 bar pressure with variable speed pumps.
- It is cost effective to use borehole water for the garden and sewerage systems. The plan of action is to mix municipal water with borehole water (50%/50%). This also makes the water supply less vulnerable to municipal supply interruptions. UJ is able to operate for two to three days without municipal supply.
- A project to change the types of plants grown on Campus has been introduced. The aim of this initiative is to have plants that are more climate-adaptable and therefore use less water on Campus.
- An irrigation management system has been installed in order to reduce water consumption. This system makes use of soil moisture sensors. Manual shut-off valves are used to stop irrigating Campus areas that already have sufficient soil moisture content.
- Civil Engineering students have been running a grey water-use project for 18 months on the APK Campus. This involves rainwater catchment for use in sewerage and irrigation systems.

DFC

- Water streams flowing under the newly purchased Perskor Building have been identified as a potential source for irrigation water and for use in flushing toilets.

SWC

- There are stormwater harvesting tanks at the athletics track which collect the excess irrigation water and pump it up into the storage tanks. This ensures that the Campus reduces its water demand.

Transportation and Environmental Services

- A project was launched to seal the main fountain within the centre court of the APK Campus, through which many kilolitres of water were lost monthly.
- It was noticed that whenever interruptions of water supply occurred, staff and students tended to leave taps open on discovering that there was no water. The cleaning staff have, as a result, been trained/conditioned to make it part of their standing operating procedure to check and close all water outlets.

Property Management Services (UJ Island)

- A project had been initiated to eradicate bluegum trees on the Island.

Table 63: Water consumption

Campus	Total municipal water in kilolitres	Total borehole water in kilolitres
APK	301 390	35 000
APB	82 892	0
DFC	276 718	0
SWC	12 000	0
Total	673 000	35 000

Way forward

The initiative to use grey water for irrigation and sewage will be rolled out to the other three UJ campuses, commencing in 2011.

A water audit has been conducted on the campuses. From this audit, residences have been identified as points of high water consumption. This will be addressed by installing water meters at each residence. Once the meters are in place, awareness programmes for students will be set up. UJ has begun a programme to read all the water meters on all four campuses. This initiative began in June 2010 and UJ will continue to monitor the water use in future. This will provide accurate monthly data for water use and enable UJ to reconcile water consumption to invoiced amounts from the municipality, in order to ensure that they are paying appropriate amounts for consumption.



Reenen du Plessis (Mr)

Executive Director: Operations



INSTITUTIONAL EFFICIENCY AND GOVERNANCE: SUPPORT SERVICES

OVERVIEW

The strategic goal related to “institutional efficiency and governance” has reference as well as the strategic thrust related to “sustained excellence”. The operating context and governance, as well as the performance review of the following support services are reflected in this division:

- Institutional Planning and Quality;
- Institutional Advancement;
- Information and Communication Systems;
- Registrar’s portfolio: Academic Administration, Central Administration, Corporate Governance and General Administration;
- Operations.

POLICY FRAMEWORK

The support services function in accordance with the institutional policy framework and governance, as reflected in Section Three: Operating Context and Governance Review. Where applicable, divisional policies are added.

INSTITUTIONAL PLANNING

OVERVIEW

The Vice-Chancellor and Principal is accountable for institutional planning, in accordance with the decisions approved by Council following the annual Strategy Review Workshop at Council in November of each year.

PERFORMANCE

Strategic thrusts used in 2010

In August 2008, the following 11 strategic thrusts were approved for the years 2009 to 2011:

- Institutional differentiation, positioning and competitiveness;
- Sustaining and growing excellence in teaching;
- Sustained growth and excellence of research profile;
- Asset development, preservation and optimisation;
- People-focused institution;
- Socially cohesive University community;
- Cost-conscious and cost-efficient institution;
- Effective and sustainable international partnerships and academic profile;
- Effective and sustainable external resource generation;

- Distinctive campus programme profiles and equitably and sustainably resourced;
- Strategy and implementation focused leadership.

In August 2009, the 11 thrusts identified for the years 2009 to 2011 were reduced to six thrusts for 2010. As such, in 2010, the University of Johannesburg's (UJ) strategic plan has been consolidated around six key institutional thrusts as follows:

Sustaining and growing excellence in teaching

This thrust consists of the following:

- First-Year Experience (academic: Orientation 2010, "at-risk" student management, "top achiever" student management, inculcation of academic culture [residences; dayhouses]); technology-assisted learning; social/cultural (inclusive of sport and wellness); and financial;
- Curriculum responsiveness (university under-preparedness addressed, tutorials, Citizenship programmes [including HIV and AIDS], community engagement infused into academic core and graduate employability);
- Enrolment management (admissions management, Registration 2010, "mix" management [Classification of Educational Subject Matter; under-/postgraduate; diploma/degree; CPP] and throughput/success management);
- Library and Information Centre (Digitisation project and study space/learning space).

Sustained growth and excellence of research profile

This thrust consists of the following:

- Enhanced research productivity (600 accredited publications output by 2011, research centres, expansion of research base);
- Enhanced research profile;
- Enhanced research support;
- Postgraduates (recruitment, support [Postgraduate Centre; retirees], success rate).

Institutional differentiation and distinctive campus programme profiles that are equitably and sustainably resourced

This thrust consists of the following:

- Academic differentiation (internal and external);
- Branding and marketing (stature of diploma programmes, marketing and branding of "strong programmes", recruitment of white students and enhanced brand recognition);
- Soweto Campus (SWC) ("anchor" programmes [Humanities; Economic and Financial Sciences; Management], de-racialisation of SWC profile, African leadership);
- Doornfontein Campus (DFC) (infrastructural renewal [including laboratory equipment] and phasing in of faculty consolidation [Faculty of Health Sciences: 2013; Faculty of Engineering and the Built Environment: 2014]).

A people-focused and socially cohesive University community

This thrust consists of the following:

- Talent management (academic and academic support staff):
- Recruitment;
- Retention;
- Recognition (excellence, incentives, awards);
- Employment equity/diversity management (overall diversity target by 2014: 36%; diversity target for executive deans, vice-deans and heads of departments by 2014: 36%; 60% of new appointments to be black; 70% of such appointments ideally to be African; and attrition management: goal manage 10% black down 5%);
- Staff development (Staff Qualifications Project, career pathing and technology-assisted learning);
- "Grow your own timber";
- Resource generation (non-subsidised programmes and research funding).

Cost consciousness and effective and sustainable resource generation

This thrust consists of:

- Optimisation of existing resources (re-deployment, re-organisation);
- Management of remuneration bill (new posts, vacancies, salary adjustments, harmonisation);
- Commercial income/innovation exploitation;
- Donor funding (UJ Foundation, Capital Campaign for DFC and fundraisers).

Effective and sustainable international partnerships and academic profile

This thrust consists of:

- Implementation of internationalisation strategy.

An Institutional Scorecard to measure performance against strategy is approved by Council (refer to Section One related to the Vice-Chancellor and Principal's report, as well as to the 2011 Institutional Scorecard: Annexure one).

Updating the institutional strategy

In June 2008, UJ accepted a proposal of the Higher Education Quality Committee (HEQC) to conduct the first quality audit of the University during August 2009.

The Audit Panel composed the HEQC Audit Report and a draft report was submitted for comment to the University in March 2010. The final report was submitted in July 2010.

The University embarked on an in-depth review of its strategic goals and institutional identity, which resulted in the development of a set of eight strategic thrusts for the next decade. These eight strategic thrusts build on the six thrusts outlined above and were approved by the UJ Council in November 2010.

The review of the strategic goals came about as a result of the following:

- The Audit Report recommendation that UJ conduct an institution-wide debate on the meaning and appropriateness of the vision and mission statements, and engage actively with staff on the practical implications of the statements, how they are transferred into strategies and meaningful performance indicators;
- The fact that 2010 was the sixth year following the University's merger and it was perceived to be an appropriate time to reassess the strategy for the next decade.

Key indicators were identified for each of the eight strategic thrusts for the next decade and a Values Charter (based on the strategic thrusts) will be developed in 2011. The eight thrusts are briefly outlined below:

- Thrust One: Sustained excellence in:
 - The quality provision of intellectually challenging and relevant academic programmes;
 - The conduct of relevant, intellectually challenging and internationally recognised research;
 - Teaching and learning, research and strategic engagement with communities that is mutually beneficial and promotes social, economic and educational development.
- Thrust Two: A reputation as a comprehensive institution with a unique identity in the higher education sector because of the stature and quality of its scientific and technology-rich programmes and its scientific and technology-driven research innovation.
- Thrust Three: A unique programme profile for each UJ campus, equivalence of resource provision and stature, with a dedicated focus on the Soweto Campus and the Doornfontein Campus for the next three years.
- Thrust Four: An international profile of students, staff, scholarly output and institutional reputation.
- Thrust Five: Establish a brand for UJ that identifies it with relevant, accessible and excellent higher education.
- Thrust Six: Leadership that matters, in the institution and in civil society.
- Thrust Seven: Alumni that are supportive and engaged and contribute actively to the institution's resource base and its reputation.
- Thrust Eight: Generate, cultivate and sustain resources and structures that:
 - Enable the University's fitness for purpose;
 - Support the achievement of its primary strategic thrusts;
 - Facilitate a responsible and responsive institutional citizenship.

Action plan: The UJ vision, mission and goals

The eight strategic thrusts for the next decade resulted from engaging with numerous stakeholders through the following participative action steps:

Executive Leadership Group (ELG) and Management Executive Committee (MEC) breakaways (February 2010): The ELG and MEC were involved in two separate three-day strategic breakaways.

Workshop and debate (March 2010): Staff in senior and mid-level leadership positions in academic, service and support domains (the Senior Leadership Group) participated in a three-hour workshop (facilitated by the Vice-Chancellor) on the mission and proposed strategic thrusts. The outcomes of the workshop were enhanced by individual personal feedback (via email) which served as input to the actions taken at the workshop for leaders (explained below).

Institutionalisation of the Senior Executive Leadership Group: The following important strategic and planning decisions were made in 2010:

- A Charter for the ELG was approved, which provides for its composition, strategic and advisory role and functions.
- An annual strategic planning schedule, with specified purposes and desired outcomes for each strategy planning session, and identified role players, was formalised.
- Biannual (March and September) strategic meetings between the Vice-Chancellor and Principal and the Senior Leadership Group (comprising the ELG, vice-deans, heads of academic schools, heads of academic departments, directors of support and service divisions and selected senior managers) have been incorporated into the strategic planning schedule, in order to enhance internal institutional communication and stimulate debate on matters of strategic importance.
- The support role and function of the Unit for Institutional Research and Decision Support (“the Planning Office”) – in particular its role in the provision of management information – has been articulated clearly.

The establishment of a Senior Leadership Group is one of UJ’s concrete responses to the concerns.

Series of workshops on the UJ’s strategic thrusts (May/June 2010): A series of six workshops, in which almost 130 leaders and other invited senior colleagues participated, was facilitated by the Deputy Vice-Chancellor (DVC): Human Resources, as well as by Institutional Planning and staff from the Division for Institutional Planning and Quality Promotion (DIPQP). These workshops acted as sounding board opportunities for leaders to interrogate the proposed strategic thrusts critically and, in so doing, to provide advice to the Vice-Chancellor on the relevance and most appropriate formulation of each strategic thrust, on action steps for each thrust and on how best these strategic thrusts can be translated into achievable action plans for the next decade. The outcomes of these workshops were consolidated in a document, which after approval by the MEC, served as input for putting the step below into action.

Unpacking and formulating the UJ strategic thrusts (July to mid-October 2010): The content of the document, stemming from the action step above, was analysed, interpreted, compared and consolidated by dedicated MEC members and their respective teams. A separate ELG breakaway in August 2010 was also partially dedicated to this task and eventually resulted in a more refined document, titled *UJ’s Strategic Thrusts for the Next Decade*. This document served as input to the next step below.

Workshop for leaders (29 October 2010): Once again, the Senior Leadership Group participated in a three-hour workshop (facilitated by the Vice-Chancellor) on UJ’s vision, mission and possible strategic thrusts. The outcomes of the workshop, titled *The Next Decade: Setting the Scene*, enhanced by individual personal feedback (via email), served as input to the step below.

Council monitoring workshop: At a workshop on 18 November 2010, Council was presented with a proposal on *UJ’s Strategic Thrusts for the Next Decade* – the result of the strategic planning sessions outlined above. After an intensive day-long deliberation, Council approved the proposed eight strategic thrusts for the next decade, as well as a preamble to the strategic thrusts (encapsulating a vision, mission and values statement) and key indicators used for monitoring purposes in respect of each of the eight strategic thrusts.

ELG and MEC breakaways: The ELG, and thereafter the MEC, met at two separate breakaways in early February 2011. The primary purpose of these breakaways was to fine-tune the strategic thrusts and their accompanying key indicators and to determine an implementation strategy.

Senior Leadership Group meetings: The document, titled *UJ's Strategic Thrusts for the Next Decade*, was presented to the Senior Leadership Group at its first strategic planning session for 2011, on 9 March. General initial institutional buy-in has now been achieved in respect of UJ's vision, mission and strategic thrusts. Communication of the key messages derived from the abovementioned with selected stakeholders – staff and students – is the next challenge of UJ's implementation strategy of its second Strategic Plan for 2011 to 2020.

Strategic Plan formulation and buy-in: UJ's second Strategic Plan needs to be shaped and formulated by means of an interactive strategy of staff and student engagement. Except for the already-approved vision statement, mission statement, strategic thrusts and their accompanying key indicators, buy-in into a UJ Values Charter and appropriately formulated strategic goals (and their related key performance indicators, enabling measures and metrics) also needs to be obtained.

Strategic plan implementation and monitoring: The Vice-Chancellor, assisted by the DVC: Human Resources and by Institutional Planning and the Planning Office, identifies, develops, recommends and implements (having secured broad institutional "buy-in") appropriate and negotiated mechanisms (e.g. balanced scorecards and/or strategic dashboards and/or an institutional scorecard) to monitor progress or the lack thereof, in terms of the implementation of UJ's mission and Strategic Plan. Monitoring is an ongoing biannual process, which takes place over a number of years. The ideal is to implement appropriate and approved monitoring mechanisms for the first time in 2012 and, thereafter, on a biannual basis until 2020.

WAY FORWARD

The focus for 2011 is on the new thrusts. The key performance indicators are reflected in the Institutional Scorecard and were approved by Council at its first meeting of the year. Some of the 2020 key performance indicators listed in UJ's next decade strategy are:

- Capping our enrolment at 50 000;
- Growing our postgraduate enrolment to 8 500 from 6 500;
- Increasing our Engineering enrolment to 8 000 from 7 300;
- Increasing our overall student success rates to 80% from 77,7%;
- Increasing our total graduate output to 11 000 per year from 10 299;
- Increasing our research output to 700 units from its current base of 467 units;
- Increasing our international student cohort to 4 000 from 2 213 and implementing a successful Study Abroad Programme;
- Introducing innovative programmes to grow our alumni base, new and old, especially now that we are in a much stronger position than in 2005.

INSTITUTIONAL PLANNING AND QUALITY DIVISION

OVERVIEW

The Division for Institutional Planning and Quality Promotion, managed by Prof Gerrie Jacobs and reporting to the Pro Vice-Chancellor, consists of two units: the Unit for Quality Promotion (UQP) and the Unit for Institutional Research and Decision Support (UIRDS). The main focus of the Division for Institutional Planning and Quality Promotion is geared towards researching, collecting, analysing and monitoring information about the performance of the institution, as well as its various faculties, divisions, units and academic programmes and using the findings to propose and support strategies aimed at general institutional improvement to leaders at various levels. DIPQP's mission is to support, promote and facilitate quality promotion and assurance, conduct and disseminate institutional research and provide decision support towards increasing and sustaining UJ's effectiveness.

POLICY FRAMEWORK

The following policies are relevant:

- Policy on Quality Promotion;
- Quality Promotion Plan;
- Guidelines for the establishment of faculty quality committees.

PERFORMANCE

The Unit for Quality Promotion

Prof Hester Geyser is the Head of the UQP, which is responsible for facilitating, supporting, promoting and coordinating quality-related matters throughout the institution. In 2010, the following quality-related functions were implemented:

- The UJ Quality Promotion Plan: 2011 to 2016 was approved by Senate. The Unit supported faculties in developing and refining their review schedules for 2010 to 2012.
- Generic support materials (i.e. processes and criteria) were developed for module reviews, programme reviews, departmental reviews and combinations of these three.
- Support was provided to academic development, service and support divisions that are conducting self-evaluations and peer reviews.
- The final report of the HEQC Quality Audit of the University was received and the Unit devised a strategy for the development of the UJ Improvement Plan.

The Unit for Institutional Research and Decision-Making

Prof Neels Fourie is the Head of this unit, which is responsible for supporting institutional planning and decision-making through institutional research-related actions. Four basic activities, which also embed the provision of management information, describe the Unit's institutional research-related actions, namely:

- Collecting data about the performance of UJ;
- Collecting data about the environment of UJ;
- Analysing and interpreting the collected data;
- Transforming and interpreting data analyses into information that can be used to support the institutional planning and set of institutional policies and to make academic and management decisions.

The Unit also supports the various institutional research-related actions needed to keep track of progress made in accomplishing the University's Strategic Plan via the Institutional Scorecard. An additional function of the Unit is survey coordination within the University. The Unit assumes the responsibility of preventing "survey fatigue" among the employees and students.

Achievements and progress

- DIPQP (on behalf of UJ) hosted the 17th annual international Southern African Association for Institutional Research (SAAIR) Forum and pre-forum workshops during September and received very positive feedback.
- DIPQP established the Jos Grobbelaar Lifelong Learning Fund, to support the ongoing research-related capacity-building of the Division's staff.
- Articles published in a peer-reviewed journal:
 - Prof Gerrie Jacobs published *Quality's Higher Education Dividends: Broadened Custodianship and Global Public Scholarship in the international Quality in Higher Education* Journal in July 2010.
- Executive committees and editorial boards:
 - Prof Gerrie Jacobs was invited to become a member of the Editorial Board of the international peer-reviewed journal, *Quality in Higher Education*. Only two other people on the African continent, namely Prof Magda Fourie (Stellenbosch University) and Dr Francois Strydom (University of the Free State), were also bestowed this honour in the past.
 - Prof Neels Fourie was elected to the Executive Committee of the SAAIR for the term of 2010 to 2011.
 - Prof Neels Fourie was, again, appointed as international paper referee for the annual European Association on Research, Learning and Instruction conference in Amsterdam, the Netherlands.
 - Prof Gerrie Jacobs was invited by the USA Association for Institutional Research to serve on their White Paper Discussion Group on Institutional Effectiveness. The White Paper Group generated a publication titled *Optimizing Effectiveness in Institutional Research*.
- International presentations:
 - Prof Hester Geyser and Ms Ina Pretorius presented a paper, titled *The Value of Programme Reviews in a Newly Merged Institution*, at the fifth European Quality Assurance Forum at University Claude Bernard Lyon 1, France in November and at the SAAIR annual forum in September at UJ.
 - Prof Gerrie Jacobs presented the SAAIR Best Paper during the 50th annual Forum of the USA

- Association for Institutional Research in Chicago in June, titled *The Relationship between Institutional Research and Institutional Effectiveness. Where Does Student Learning Fit?* (Co-researcher: Ms Carmen Herbst).
- Prof Gerrie Jacobs and Ms Carmen Herbst facilitated a workshop on the co-determinants of an institutional quality ethos and on co-determinants of quality student learning during the 17th annual forum of the SAAIR in September at UJ. They obtained a maximum rating of 5,0 from the workshop participants.
 - Ms Annelie Oosthuizen presented a paper on the *Postgraduate student Experience in South Africa and Australia* during the third annual Higher Education Institutional Research Conference in Dublin, Ireland, during June.
 - Ms Annelie Oosthuizen presented a paper, titled *At School We Just Played: Perceptions of Skills Acquired from the National Senior Certificate – Implications and Challenges for Higher Education in South Africa*, at the Value 2010 Conference Recognising Value in Africa in Birchwood in August.
 - Institutional surveys and research reports:
 - Prof Neels Fourie (assisted by staff in his Unit) completed a number of surveys/reports, of which the Human Resources Division Experience Survey; the Scope and the Impact of Community Engagement at UJ; the UJ Fact Book (the second in a series of three); and the Permanent vs Temporary Staff Project are noteworthy.
 - Prof Hester Geyser and Ms Dragana Tatic successfully completed the UJ Short Learning Programme research project.
 - Research projects, workshops and seminars:
 - 48 research reports and projects (compared to 25 in 2009);
 - Eight external workshops and seminars (in comparison to four in 2009);
 - 46 in-house seminars and workshops (almost double the 2009 total of 24).

WAY FORWARD

The main focus will be on support and assistance in the execution of the next decade strategic thrusts of the University and the execution of the University's Quality Improvement Plan, following the HEQC Audit in 2009. The Management Information System will reside in this division and will be strengthened in 2011.



Gerrie Jacobs (Mr)

Director: Institutional Planning



Derek van der Merwe (Prof)

Pro Vice-Chancellor

INSTITUTIONAL ADVANCEMENT

OVERVIEW

Institutional Advancement is a support division with operational responsibility for brand and marketing, institutional events, internal and external communications (including online content offerings), alumni affairs, community engagement, development (fundraising), student marketing, internationalisation, arts and culture and public intellectual engagement. The Executive Director: Advancement reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement.

Governance within the Division is overseen by structured meetings between the Executive Director and the various section heads and their respective staff. Regular structured meetings are held between the Executive Director and the DVC: Research, Innovation and Advancement. A Community Engagement Board was established during the year, as were committees to oversee Arts and Culture.

POLICY FRAMEWORK

The following policies and charters are relevant:

- Policy on brand and corporate visual identity;
- Policy on Community Engagement;
- Discourse Charter;
- Community Engagement Advisory Board Charter;
- UJ Arts Collection Charter;
- Charter: Alumni Dignitas Awards.

RISKS AND RISK MANAGEMENT

The management of events is the major risk. This is managed in collaboration with Operations (Protection Services) and the Occupational Health Services. A comprehensive methodology is applied to capture all risk planning. The documents are submitted to the Joint Operations Centre at the City of Johannesburg's Event Management forum. Medical standby is arranged appropriately for each event. The following principles are highlighted:

- Six weeks prior to the event, the event organiser meets with the Occupational Health and Safety (OHS) Divisions and discusses the completion of the prescribed event checklist.
- Supporting documents are obtained by the event organiser, while the OHS Divisions supply site plans, security arrangements and medical management plans or quotations, based on the information submitted.
- A presentation is made to the Joint Operations Centre of the Events Management Centre of the City of Johannesburg, in collaboration with the Occupational Health Services and Occupational Safety Divisions.
- Recommendations are implemented and final approval is gained for the event to go ahead.

FOCUS

The Division focused on seven strategic thrusts in accordance with the institutional goals/thrusts of being an engaged university and a reputable brand:

- Build and maintain the UJ brand internally and externally;
- Build and maintain mutually beneficial relationships with key stakeholders;
- Develop and maintain communication with key stakeholders;
- Increase donor funding to the institution;
- Market UJ to undergraduate and postgraduate students in line with strategic indicators;
- Facilitate international partnerships;
- Position UJ as a leader in arts and culture in order to enhance the student experience.

The targets reflected in the Institutional Scorecard for 2010 are:

- Stakeholder awareness and association with brand: 29%;
- Community engagement projects: Scope and impact: 7,0;
- Graduate employability: 8,0.

PERFORMANCE

Build and maintain the UJ brand internally and externally

For the second year in a row, the UJ brand was judged second in the annual *Sunday Times* Next Generation brand survey. This was achieved despite a decrease in ad-spend through the year. Additionally, UJ received a Gold Award at the annual CASE convention, held in Glasgow in 2010, for the best integrated marketing campaign. UJ also won two Excellence Awards at the Marketing, Advancement and Communication in Education (MACE) annual convention in October 2010. Ms Lesmarie Bentley-Steyn, Senior Manager: Marketing and Brand Management received a Vice-Chancellor's Award for excellent achievement during the year – one of only two support staff awards at UJ for 2010. The strong relationship with UJ's advertising agency, HKLM, was underscored by the agency winning the UJ tender for brand/advertising support for a further three years.

In total, 105 institutional events were held to a high standard during 2010. A total of 145 public lectures/debates were held, mainly by faculties, and 10 of these were corporate.

While brand visibility and recognition decreased compared to the previous year, in line with decreased ad-spend (brand recall was 30% in 2009 and was down to 25,5% in 2010), the brand gained noticeable traction internally (52% in 2009 up to 57% in 2010) – largely as a result of an intensive internal brand campaign launched in 2010 that is spearheaded by brand ambassadors within the institution.

Build and maintain mutually beneficial relationships with key stakeholders

A number of measures were introduced in 2010 to build and maintain relationships with key stakeholders. On the Development front (fundraising), three roundtables were held with key donors and company visits to augment bursaries were introduced, while Communications held regular meetings with key, mainstream media in what is now a regular UJ interaction with media. The value of editorial exposure for 2010 for print was R99,6 million, for broadcasting was R96 million and online was R1,8 million (Source: SA Monitoring). Two members of the Executive Leadership Group underwent media training. Alumni Affairs began to develop affinity groups during 2010 and accessed and supported existing groups. The section introduced alumni breakfasts with the Vice-Chancellor and a gala dinner was launched in Johannesburg to augment UJ's annual alumni awards ceremony – the Dignitas Awards. Alumni ambassadors were enlisted from key alumni in order to promote the University and its goals. The number of paying alumni increased by 15,33% during 2010, against a target of 10%.

Community Engagement focuses on key community stakeholder groups. During the year under review, the Office for Community Engagement worked with the faculties that are responsible for community engagement projects. The Office established and administratively supported a Community Engagement Board, wrote its Charter and monitored and reported on the various community engagement project activities across the University. Additionally, the Office provided support for an impact study of community engagement projects at UJ.

Develop and maintain communication with key stakeholders

During 2010, the first phase of the UJ website remake was completed. This saw a migration of the website onto the Microsoft SharePoint platform and the Communications section took over responsibility for Intranet content as well. The website redevelopment has created a stable platform that will provide enhanced applications in the years ahead. The new UJ website won a web award for outstanding achievement in web development from the International Web Marketing Association and increased its Webometrics international ranking by 2 100 places from 3 500 in 2009 to 1 400 in 2010; while its African ranking improved 10 places during the year from nineteenth to ninth position. A new support company for website maintenance and development was appointed. These developments represent a major step forward in enhancing UJ's communication and marketing capacity and greatly improve the University's ability to interact with key stakeholders.

The Communications section took the bimonthly printed newsletter for staff online and published two external magazines: one highlighting the fifth anniversary of UJ in a special edition distributed to alumni and key external stakeholders. A sixteen-page special publication highlighting the fifth anniversary of UJ was published and distributed as a *Mail & Guardian* supplement.

A fifth anniversary coffee-table book was published by Advancement, exploring the genesis of the University and highlighting its goals, achievements and future aspirations. This high-end publication is being distributed to key stakeholders locally and internationally as a marketing tool.

A successful internal cultural integration/diversity communication campaign was implemented for UJ employees. The campaign was presented at a Knowledge Resources Internal Communications Best Practice seminar by Charmaine du Plessis, Head of Communications. It also won a MACE Excellence Award. Some 500 UJ employees participated in the 702 Discovery Walk the Talk walkathon as part of this initiative. Results from an engagement survey conducted among employees indicated an increased awareness of UJ values, as a direct result of communication interventions such as blogs, forums and regular newsletters.

Increase donor funding to the institution

Donor funding for the year under review increased by 11,2%. 2010 generated R62,5 million compared to R56,2 million in 2009. R11,5 million was unencumbered income.

Quarterly donor income, 2010 compared to 2009:

Q1:	R10,8 million	(R11,1 million in 2009)
Q2:	R15,8 million	(R11,1 million)
Q3:	R 9,1 million	(R12,3 million)
Q4:	R 7,9 million	(R 6,4 million)

Total: R43,6 million (2009: R40,9 million)

The total was R18,9 million (of which R11,5 million was unencumbered) compared to R15,3 million in 2009. Additionally, UJ's joint fundraising efforts with Harvard University (a first for Harvard's development team) to support the UJ/Harvard Graduate School of Education collaboration on the Soweto Campus opened a large pool of local and international donor organisations to UJ. This network will be of considerable value to the University in the future.

During the year, 11 legacy donors were recognised through restitution naming of facilities as part of a naming and renaming exercise. Stewardship of existing donors was prioritised as a new initiative by the Development Office, with numerous thanking visits undertaken to companies providing bursaries for UJ students

Market UJ to undergraduate and postgraduate students in line with strategic indicators

The Student Marketing section introduced a number of innovations in 2010 in response to a challenge from the Vice-Chancellor to explore new ways of doing things. These included a fast-track programme into the University for top-end students (the Orange Carpet Campaign); a campaign to bring top students and their parents to the University to interact directly with the University leadership and the deans; faculty-specific interactions with top students; more targeted school visits and exhibition participation; and greater online interaction with prospective students.

Additionally, postgraduate recruitment became part of Student Marketing's portfolio and the section appointed a dedicated staff member to work closely with the faculties on postgraduate recruitment.

Facilitate international partnerships

In 2010, all UJ's international partnerships were audited and recommendations were made on which partnerships should be maintained and which should lapse. Additionally, the section drafted rules of engagement for international partnerships that align to UJ's values and strategic goals.

New partnerships were forged with five institutions (Alexandru Ioan Cuza University of Iași, Romania; Université de Montréal, Canada; University of Siegen, Germany; State University of São Paulo, Brazil; and Agence universitaire de la Francophonie). Two more are in the pipeline: Sciences Po, Paris and the University of Stuttgart. Six partnerships lapsed. Conditions for future relations were placed on one existing partnership (Ben-Gurion University) by the University's Senate.

A delegation of senior academics, led by the Vice-Chancellor, travelled to various universities in the United States during the year under review to discuss current and future partnership opportunities. A number of overseas delegations were also received, with whom the potential for partnerships was explored.

Position UJ as a leader in arts and culture in order to enhance the student experience

While UJ does not have performing arts as an academic discipline, it provides arts and culture offerings on all four campuses, as part of the student experience. During the year under review, a new performing arts venue was opened on the Auckland Park Bunting Road Campus while the Auckland Park Kingsway (APK) Campus theatre was fully booked throughout the year. Four student productions were held at APK (30 shows) and eight exhibitions were held at the APK Gallery.

A highlight of the year was the visit to UJ by composer Karl Jenkins who performed his acclaimed *Stabat Mater* with the UJ Choir at the Johannesburg City Hall. The UJ Choir, which performed to acclaim during the year, was invited to perform at Carnegie Hall in New York in January 2011.

Stakeholder performance

The Division interacts with all the University's stakeholders – internal and external. It is tasked to maintain and develop the University brand and to advance the University's values and interests among all stakeholder groups: government (local, provincial and national), community groupings, alumni, staff, students, fee payers, donors, peer institutions, media and the general public.

Social responsibilities

The Division's social responsibility effort revolves around community engagement. The Division has central responsibility for the University's community engagement, with projects being outsourced to and run by the faculties. The Office for Community Engagement established a Community Engagement Board during the year under review, monitored and audited all projects and undertook an impact study. While the Office is not responsible for the roll-out of projects, it plays a significant role in assisting the faculties with their community engagement efforts and in marketing the University's Community Engagement Policy and auditing projects. By year-end, the University was running 292 active community engagement projects. Refer to Section Eight of this report.

CONCLUSION

The Division performed well, as all the Institutional Scorecard targets for 2010 were achieved:

- Stakeholder awareness: the target of 8,0 was achieved;
- Community engagement scope and impact: the target of 7,0 was achieved;
- Graduate employability: the target of 8,0 was achieved.

WAY FORWARD

As reflected in the Institutional Scorecard, the targets are:

- Stakeholder awareness of brand: 8,0;
- Community engagement projects: scope and impact: 8,0;
- Engagement of alumni: 8,0.

In addition to the above, the focus will be on sustained excellence in service delivery in accordance with the next decade thrusts.



Kerry Swift (Mr)

Executive Director: Institutional Advancement

INFORMATION COMMUNICATION SYSTEMS

OVERVIEW

This division is managed by the Executive Director: Information Communication Systems (ICS) who reports to the Deputy Vice-Chancellor: Strategic Services.

POLICY FRAMEWORK AND GOVERNANCE

The following policies are relevant:

- Policy on Purchasing and Replacement of Computing Equipment;
- UJ E-Communication Policy;
- UJ E-Evidence Policy;
- UJ Email Legal Notice;
- Information Security Policy.

RISKS AND MANAGEMENT OF RISKS

The material risk listed on the Institutional Risk Register relates to business continuity/disaster recovery. Although a disaster recovery platform was created during 2009 and further refinement of the process was achieved in 2010, the risk management related to disaster recovery is insufficient. King III readiness in the information and communications technology (ICT) environment was conducted in 2010 in order to serve as baseline for the compliance plan that was approved by the Council Audit and Risk Committee in 2010. A further risk mitigation strategy was to appoint an information technology governance expert as a member of Council and the Council Audit and Risk Committee. This goal was achieved.

PERFORMANCE

Research support

The UJ high-performance computing cluster was recognised as part of the SA National Grid and this facility garnered international recognition when Mr Stavros Lambropoulos and Mr Francois Wolmarans both participated in the presentation of supercomputing workshops held at UJ, Bloemfontein and Potchefstroom. The UJ high-performance computing cluster allows UJ staff to participate in the high-energy physics experiments that are being conducted at the Large Hadron Collider and indications are that the first research outputs will be delivered during 2011.

Upgraded interconnectivity

During December 2010, the fibre connection to the Soweto Campus, the longest fibre route yet established by the higher education sector, was commissioned. Having partnered with Wits on the build, we were able to halve the construction costs and now have a 5 Gb/s capability for the Soweto Campus. This new link completed the delivery of gigabit-per-second primary links to all UJ campuses.

Infrastructure improvement

The establishment of a state-of-the-art, green ICT-compliant cooling and power supply infrastructure at SWC and APK during the December 2009 recess went a long way towards addressing the continual failures experienced with the outdated equipment that was proving impossible to maintain and the elimination of the unreliable central cooling capacity was yet another step in delivering world-class infrastructure.

Connecting students

The challenge to have deliver-anywhere, always-available networking in order to allow students access to the e-learning environment has resulted in several pilot projects with commercial vendors to explore cost-effective models of supplying the core infrastructure and bandwidth provision. High-capacity backbones were established at the residences and wireless connectivity was established at Sophiatown and Hector Pieterse residences.

Leadership positions

Several ICS staff members held leadership positions during 2010. Mr Grant Gammon was elected as the National Coach to the Junior National Archery Team during the 2010 World Championships held in the USA. Mrs Annemarie Meyer was appointed as the Secretary of the Southern African Association for Institutional Research. Mr Vorster was elected to the board of the Tertiary Education and Research Network of South Africa, is a Director of the Association of South African University Directors of Information Technology and participated in industry ICT forums.

Special achievements

The leading edge, energy-efficient, data centre technology established at SWC and APK formed the basis of an acclaimed presentation at the International Data Centre Dynamics conference, has been the subject of webinars and set a new standard in the higher education environment.

WAY FORWARD

The main focus is on the next decade thrusts and developing a fit-for-purpose information technology strategy.



Adriaan Vorster (Mr)

Executive Director: Information Communication Systems

OPERATIONS

OVERVIEW

The Executive Director: Operations reports to the Deputy Vice-Chancellor: Strategic Services. The Operations Division comprises the following sections:

- Four campuses: each managed by a campus director;
- Central Technical Services;
- Protection Services;
- Property Management Services;
- Occupational Safety;
- Transportation and Environmental Services.

POLICY FRAMEWORK

The following policies are relevant:

- Policy on Campus Access Control;
- Policies and Procedures: Key and Lock;
- Policy on Emergency Operations Plan;
- Policy on Firearm and Dangerous Weapons;
- Policy on Lost and Found Property;
- Policy on Standard Operating Procedures: Bombs, Bomb Threats and Suspicious Mail or Parcels;
- Policy on Traffic and Parking.

GOVERNANCE

- Regular campus-based Operations Forums were held, where all the internal stakeholders have input with regards to all campus activities.
- SRC/campus director meetings were held regularly in order to examine student issues.

- People with Disabilities forums were attended in order to understand and address the needs of those with disabilities.
- Wellness Committee meetings were held and problems were addressed timeously.
- Senior management meetings and walk-about on campus resulted in on-the-job discussions and problem-solving.
- Maintenance helpdesk feedback mechanisms were introduced to improve the level of service delivery.
- Regular meetings with executive deans were held in order to ascertain their needs.
- The SWC has a forum/committee that is made up of representatives from all the campus sections, the Student Representative Council (SRC), faculties and other divisions. In 2010, the Forum met more than 26 times.

Quality Management System

Doornfontein Campus

- The Campus Director: DFC participates in forums such as the Senate Quality Committee and supports all quality-related committees. Other committees include the Student Services Council and various forums contributing to quality at UJ.
- Scheduled meetings with the two DFC Deans are held to confirm that quality support is being rendered to UJ's core business.

Soweto Campus

- The practice has been that any work done is inspected by the client before invoices are paid. Depending on the size of the project, a certain percentage of the amount is retained by the University for at least three months.

Occupational Safety

- The occupational safety management system consists of 14 elements. These elements, that consist of relevant questions, form part of the safety management system in order to determine the overall compliance rating (policy management, legal appointments, safety meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire prevention and protection, waste management, incident management, safety inspections, statutory maintenance and contractor safety).

Property Management Services

- Regular meetings with clients and professional teams;
- Feedback on recommendations;
- Regular reports to clients and governance structures;
- Risk assessments;
- Follow-up inspections and site visits.

Protection Services

- The centralised structure of Protection Services ensures uniform implementation of approved policies and procedures across all campuses.
- Staff and students have 24-hour access to Protection Services.
- Protection Services staff members are trained according to requirements set by the Private Security Industry Regulatory Authority and the Safety and Security Sector Education and Training Authority.
- The effectiveness of the Division is measured against SAPS crime statistics and benchmarking.
- Monthly reports are submitted to MEC, MEC: Operations, Senate and Council and crime awareness circulars are distributed regularly.
- The analysis of incident statistics may indicate trends. Preventative or corrective action is taken to mitigate risks.

Central Technical Services (CTS)

* Tender processes must follow the correct procedures and are linked to correct corporate governance processes. Internal monitoring is provided by both DDP Quantity Surveyors and the Tender Office to ensure that the correct processes are followed.

RISK MANAGEMENT IN THE OPERATIONS DIVISION

Within the Operations Division, operational risk is actively managed by various methods and procedures for identifying and measuring risk and for selecting and developing options for handling these risks. By ongoing assessment, monitoring and control, risk levels are determined and maintained at acceptable levels. The areas included in these risk management procedures are: budgetary and expenditure control; safety and security of staff, students and assets; financial, time and quality performance during the execution of projects; operational efficiency of physical facilities and infrastructure by scheduled condition surveys and planned maintenance; acquisition, disposal and upgrading of fixed assets; utilities usage (water, gas, sewer and electricity) and the optimal use and maintenance of such services with adequate standby systems.

The Division uses various internal controls to maintain the risk management procedures, in order to ensure effectiveness and efficiency of operations, a safe and secure campus environment, compliance with occupational health and safety requirements and responsible space allocation and usage on all campuses. These internal controls include detailed task and project planning, with the development of scope statements to identify and analyse risks; regular task/project meetings and evaluation sessions to assess and evaluate risks, with recommendations for corrective steps to address such risks; and regular reporting to both the MEC Operations Committee and MEC, with subsequent reporting to the relevant Council committees. On most large capital expenditure projects, external monitoring and control are provided by professional consultants and external project/programme managers (see also the Operations Review). The Occupational Risk Manager submits a quarterly report on safety risks and incidents to his line manager (Operations) and to the Health Advisory Committee for noting and awareness.

The Soweto Campus upgrade was initiated in 2010 and managed by an external project manager and any risk was monitored not only by the SWC Project Task Team, but also by the Management Executive Committee, the Council Planning and Resource Committee and, ultimately, by Council. The project was well managed and no material risks were identified in 2010, resulting in final arrangements being made for the rededication of this campus on 4 February 2011.

FOCUS 2010

This division aspires to be a high-performing, reliable and dependable division that manages the development, maintenance and protection of infrastructure, buildings, installations and gardens in promoting UJ as a preferred academic institution to students and staff. The mission focused on the following:

- Delivering services to faculties, support departments, students and staff;
- Protecting the University's property, staff and students;
- Maintaining and cleaning buildings, infrastructure, installations, sports fields and gardens;
- Upgrading and developing infrastructure in accordance with clients' needs, within budget constraints;
- Managing the University-owned property effectively;
- Ensuring a healthy and safe working environment for staff, students and stakeholders by complying with the OHS Act, its regulations and relevant standards;
- Fulfilling transportation needs of staff and students.

The target reflected in the Institutional Scorecard for 2010 is: Project delivery efficiency and within budget (>R10 million projects): 8,0.

PER FORMANCE

The following achievements and progress are highlighted:

Auckland Park Bunting Road (APB) Campus

- Improving all residences by renovating ablutions, painting walls externally and internally, improving electrical infrastructure and upgrading flooring;
- Upgrading access for people with disabilities:
- A large number of ramps have been constructed to allow access for people in wheelchairs.
- Rooms have also been converted in residences to accommodate people with various disabilities.
- Having additional parking: a new parking area which caters for 140 parking bays was constructed.

Auckland Park Kingsway (APK) Campus

- A new residence with 416 single rooms was completed in December 2010 and is ready for occupation in 2011.
- Various improvements were effected to all residences, ranging from roof works, waterproofing and construction of guard huts to upgrading of ablutions, painting and retiling.
- A major reticulation project was completed, resulting in borehole water used in conjunction with city water. This has brought about a more effective water supply to both potable and fire water supplies.

APB and APK: upgrading

- A number of offices in various departments were converted to accommodate increasing staff numbers and space demands.
- A number of lecture venues were upgraded, including floors, lighting, seating, painting and air conditioning.

Soweto Campus

The R400 million Campus development, both the refurbishment of the existing buildings and sport facilities, was successfully completed in 2010. This created the following on the Campus:

- State-of-the-art sport facilities which have a sports centre with an indoor sports hall, fully equipped gym, a spinning room and an aerobics class.
- Three soccer fields – two for practice and one for a match ground. The match field meets all the FIFA requirements and can accommodate night games and TV broadcasting of the games;
- Cricket ovals;
- Athletics tracks;
- Netball courts;
- Pavilion which can accommodate 2 200 people;
- Grade R school;
- Sports clubhouse;
- Law Clinic (the first for Soweto);
- A new residence with 312 single rooms was completed in December 2010 and is ready for occupation in 2011;
- The completion of the SWC development has also given rise to the opportunity to have 85% of the spaces renamed. New names would be unveiled on 4 February 2011.

Occupational Safety

- The overall compliance rate increased from 61% in December 2009 to 76% in December 2010.
- Waste recycled from January 2010 to December 2010 is 138 ton from a total of 1 776 ton generated.

Property Management Services

- Seven houses next to Plantation Road on the APK Campus were acquired for a R6,4 million settlement.
- Portions of Sherwell and Davies Streets at the Doornfontein Campus were acquired and closed for R5 million. In December 2010, the agreement was signed and approved, the conditions of approval were implemented and the transfer of properties took place.
- The Perskor Building adjacent to DFC was acquired for R27 million.
- The East Rand Campus was transferred to UNISA.

Protection Services

- The total number of crimes reported across all campuses decreased from 660 in 2009 to 587 in 2010.
- The analysis of the statistics indicates that the UJ campuses contribute to 3,19% of all crimes reported by the police stations in whose precincts the campuses are located. With such large numbers of people concentrated on the campuses, this percentage is regarded as very low when compared to the crimes committed in the rest of the precincts.
- Contact crimes, which are regarded by Protection Services as priority crimes, are very low when compared to the statistics of the police precincts where the campuses are located.
- UJ campuses experienced a total of eight student protest actions during 2010. Most occurred on DFC.

Transport and Environmental Services

The intercampus bus service that transports students and staff was run without any major incidents throughout the entire year of 2010.

Central Technical Services

- The 2009 Space Higher Education Management Information System (HEMIS) Report to the Department of Higher Education and Training (DHET) was submitted on time at the end of May 2010.
- Upgrading of fume cabinets at APK and DFC campuses is in progress.
- CTS is assessing and reviewing ways to reduce costs of external utilities and services.
- Planning was implemented to address utilities' data gathering processes and was compared to previous data and accounts received.
- Negotiations were held with utility service providers such as City Power, Eskom and Johannesburg Water.
- The upgrade of the Faculty of Engineering and the Built Environment was started in 2010 to ensure successful Engineering Council of South Africa accreditation in 2011.
- CTS is in the process of assessing and selecting a computer-aided facility management system. This is to provide an integrated and effective work environment for maintenance, space, call centre and project management activities.
- Emergency power installation budget of R39 million was approved to allow for the installation process. The emergency power backbone installation comprises 48 generators connected to the 11kVA grid on each campus.
- The tender was secured in 2010 for the supply of 36 uninterrupted power supply installations and distribution boards in support of the emergency power installation.
- All campuses will be provided with emergency power, uninterrupted power supply and lighting for lecture theatres and Audiovisual Unit systems.
- 214 lecture venues were identified for new light fittings with high-efficiency electronic ballasts.
- The 214 lecture venues also have movement sensors to deactivate air conditioning and lighting when the venue has no people in it.

Institutional differentiation and distinctive campus programme profiles that are equitably and sustainably resourced

- The 2010 World Cup provided an opportunity for student residences to undergo major maintenance and upgrades in preparation for anticipated visitors. This has benefited students greatly by improving their residence life experience going forward.
- Improving access for people with disabilities also remained a priority across the board. The Soweto Campus renewal project was successfully completed on time, within budget and has resulted in state-of-the-art academic, student residential, sports facilities and other spaces which enhance community engagement.
- The shortage of office space for the growing numbers of academics was accommodated on all campuses through consultative planning and conversions. Lecture venues were upgraded to enhance the academic project.
- UJ properties were acquired cost effectively in the APK, DFC and SWC corridors, in line with the UJ Campus Master Plan to allow for future space needs. The East Rand Campus was transferred to UNISA through an agreement between the two universities, which was endorsed by the UJ Council and the Department of Higher Education.

Challenges

- The incomplete staff complement in CTS meant that not all areas of activity received the attention that they should. As a result, CTS has difficulty producing intelligent and timely reports that are up to date and technically accurate for maintenance, utilities and projects.
- Space management and space allocation was managed on an ad hoc basis due to the lack of a computer-aided facility management system.
- An analysis of the SAPS for 2009/2010 indicated that the crime levels in the immediate vicinity of the UJ campuses remain unacceptably high. This has an impact on all students and staff travelling to and from campuses and especially on students living off campus in private accommodation in the immediate vicinity of the campuses.

Stakeholder performance

Auckland Park Campuses

Securing APK and APB Campuses' outer boundaries:

- Close cooperation with the SABC, Netcare, Egoli Gas and Wits University was established to ensure a safer corridor between the APK and APB Campuses and the areas immediately surrounding both campuses.
- Closer cooperation with the Metro Police and SAPS Brixton was established to ensure a more frequent police presence around both campuses.
- Regular meetings and walk-about with the Local Ward Councillor occurred with the view to improving municipal services, i.e. parks and recreation (cutting of grass on sidewalks) and the JHB Roads Agency (upkeep of roads, traffic signals and signs).

Doornfontein Campus

- The partnership between UJ and the City of Johannesburg, together with Ellis Park Stadium Management, was formed/reinforced with regard to the use of the Johannesburg and Ellis Park stadium facilities.
- Another partnership was developed with the City of Johannesburg via its World Cup 2010 Office.

Soweto Campus

- Campus Management has partnerships with a number of community structures: There is a committee called the Orlando Ekhaya Steercom that meets on a monthly basis and which is made up of representatives from the City of Johannesburg, the Johannesburg Property Company, ward councillors from Soweto, small business representatives and the SWC Campus Director. The other forum comprises school principals and the Campus Director. This forum meets every three months and looks at helping schools with a number of issues.
- The community of Soweto is fully informed about what is happening on the Campus and feels that it is part and parcel of the new Campus.

Property Management Services

- The Division has developed good relations with the local government structures, property developers and estate agents.
- UJ is represented on the BRT Community Liaison Forum and consults with other community forums (ARHRRRA) regarding land-use applications and changes.

Transportation and Environmental Services

- Negotiations were entered into with the City of Johannesburg in order to establish the possibility of co-operation in terms of bus transportation. The intention was to sign a memorandum of understanding between parties, but this has not yet been finalised.

Protection Services

- Community engagement activities have been started where Protection Services actively engages with the surrounding community on matters relating to security.
- External liaison consists of participation in:
 - Community policing forums;
 - Local SAPS weekly meetings;
 - Against Crime Together;
 - City of Johannesburg Joint Operation Centre;
 - International Association of Campus Law Enforcement Administrators;
 - Campus Protection Association of South Africa.

Central Technical Services

- In conjunction with SSI (a DHV Company), CTS is in the process of reviewing and updating numerous contracts that UJ has with external service providers.
- CTS engaged the assistance of Station 7 to assist with reducing the UJ electricity account by 30% over the next three years.

Occupational Safety governance

- Governance structure – Occupational Safety Committee;
- Policies – Waste Management; Occupational Safety;
- Work procedures for: Head Occupational Safety Coordinator, safety practitioners, Fire Marshall, Emergency Planning and Evacuation, Reporting of Incident, Safe Construction Work;
- Charter: Occupational Safety.

Property Management Services governance

- The Division follows the Charter from the Planning and Resource Committee of Council.
- It functions within the UJ Master Development Plan.

Protection Services governance

- The following policy documents were approved in 2010:
 - Emergency Operations Plan;
 - Traffic and Parking Policy.
- Protection Services serves on the following UJ committees:
 - Executive Director: Operations Managers' Committee;
 - Protection Services Managers' Committee;
 - Planning and Resource Committee of Council;
 - Ad Hoc Venue Bookings and Hiring Committee;
 - Registration Committee;
 - Graduation Committee;
 - UJ Open Day Committee;
 - UJ Student Leaders' Security Advisory Committee;
 - RAG Monitoring Committee;
 - Campus Directors' Committee.

Central Technical Services governance

CTS has maintenance contracts with external service providers as follows:

Lifts:

- Melco Elevators;
- Kone Elevators;
- Altech Vertigo (wheelchair lifts);
- Otis Lifts;
- PLS;
- Dr Theo Kleinhans.

Air conditioning:

- Air Technology Services;
- Master Air Conditioning.

Sprinkler systems:

- Cross Fire Maintenance.

Fume cupboards:

- Amadwala.

Chillers:

- York International;
- Johnson Controls.

Water treatment:

- Sud Chemie Water Treatment;
- Total Water Management.

Generators:

- New Way Motors;
- Diesel Electric.

UPS:

- Meissner;
- Masterguard Power Systems.

Quantity surveying:

- DDP Quantity Surveyors.

Social responsibilities

Doornfontein Campus

- The ABZ Foundation was allocated space in the Kodak Building in order for them to advance their programmes with the surrounding communities.

- These programmes include assisting the homeless around DFC by facilitating their children's schooling; seeking employment; voluntary surrender of guns and other dangerous weapons to the police; arranging medical care for the sick and frail; and repatriating others to their places of origin.
- The direct advantage to DFC has been the prevention of crime by the homeless on the UJ community, as they realise the benefits from this UJ-registered structure.

The Occupational Safety Department ensures that:

- All waste is disposed of in a legal manner in order not to put people's lives in danger and in order to minimise the negative effect that waste generated at UJ will have on the environment.
- Staff members are issued with the necessary personal protective equipment in order to perform their work in a safe manner.

Property Management Services

- Heritage Impact Assessment of UJ Island: A preliminary examination of historical sites on the Island on the Vaal Dam was conducted.
- Soweto Campus: Relocation of illegal occupants in heritage house – UJ acquired an additional house in a nearby residential area, Pimville, and relocated the occupants.
- Two vacant stands have been made available to the Metro Evangelistic Services in Doornfontein as a playground for the children in their crèche.

Transportation and Environmental Services

- Regular interaction with the Democratic Alliance Councillor for the Auckland Park area takes place.
- During 2010 and after the mid-year soccer event, the Transportation and Environmental Services Department was instrumental in arranging donations of linen and old furniture to the following organisations that take care of the less fortunate:
- Blessings (East Rand): an organisation that forms part of the Manger Care Group (for the homeless and substance-addicted individuals);
- Donottar – Old-age home;
- E-Deaf.

Protection Services

- Protection Services is often in the position of assisting members of the public – be it medical assistance, crime prevention or assistance to victims of crime.

Central Technical Services

- CTS is involved in providing layout planning assistance for the Social Enterprises World Forum Conference of 2011 that is being hosted by UJ. The theme for the conference is ***Social Enterprise As a Catalyst for Sustainable Development***.

WAY FORWARD

The focus will be on the next decade thrusts related to Operations, with particular reference to: sustained excellence in service delivery and project delivery. The principle of environmental sustainability will be formalised. The specific targets reflected in the institutional scorecard are as follows:

- DFC project delivery capital and construction: score target of 8,0;
- Energy management: 5% saving by end of 2011;
- Waste management: 274 ton recycled (based on expected waste of 1 913 tons).



Reenen du Plessis (Mr)

Executive Director: Operations

REGISTRAR'S PORTFOLIO

OVERVIEW AND OPERATING CONTEXT

The Registrar's portfolio consists of the following divisions: Academic Administration, Central Administration, Corporate Governance, General Administration and Health and Wellness. The Health and Wellness reports are reflected in Section Eleven.

Academic Administration

Academic Administration refers to the management and governance of the academic lifecycle of the student, from application to graduation. The current student data system is ITS. The Faculty Coordination Committee (chaired by the Registrar) oversees the governance of academic administration and meets monthly. The following specialised committees are operational: Faculty Coordination Committee, Admission Committee, Registration Committee, Timetable Committee and Graduation Committee, chaired by the Registrar. In addition to this, various specialised operational committees exist within Academic Administration to attend to operational matters.

Central Administration

Central Administration consists of Committee Administration, the Language Unit and Study Material Collection services (including centralised printing of study guides). The Director also acts as the Procession Master at graduation ceremonies.

Corporate Governance

This division assists the Registrar with general corporate management, legal compliance, the management of contracts/agreements and the management of records, including the electronic and document management system.

General Administration

General Administration is responsible for the management of the University's printing contract, Op-scanners, the computer laboratories, the Audiovisual Unit, Postal Services and the Graphic Studio.

STRATEGIC FOCUS

Although the institutional strategic thrusts for 2010 do have implications for the portfolio, the following two strategic goals are applicable:

- Institutional efficiency and effectiveness;
- Preferred student experience.

Within the portfolio, the strategic focus is on the following:

- Standard/trendsetting administration and governance;
- Quality, specialised service delivery;
- Technologically advanced service delivery;
- Campus equality: service delivery;
- Cultural integration and UJ values.

The measurable targets for 2010 were as follows:

- Sustainable excellence in student satisfaction surveys (registration and graduations);
- Online registration target of at least 80%;
- Student data integrity final external audit report: significant decrease of fatal errors significantly from 333 to a maximum of 200.

STRATEGY, POLICY FRAMEWORK AND GOVERNANCE

The Registrar is the Compliance Officer of the University. Therefore, the legislative policy framework and strategy reflected in Section Three: Operating Context and Governance of the University is applicable. The following is added:

- Legislation, regulations and policies related to the access and protection of information, including personal information (related to both employees and students), management of agreements and contracts;
- Legislation, regulations and directives related to financial management;
- Legislation related to human resource management;
- Directives for student, employee and space data integrity and prescribed external audits and submissions to the Department of Higher Education and Training.

RISKS AND MANAGEMENT OF RISKS

Academic administration

A risk mitigation strategy for academic administration, focusing on the academic lifecycle of the student, was developed during the first semester of 2007 and continually refined, as was the case in 2010. The updated interventions and mitigation strategy serve at the MEC meetings and, if necessary, at the MEC Risk Management Committee meetings for consideration. The risks related to academic administration (with specific focus on student data integrity) are governed by Central Academic Administration and managed within the faculties, as well as by the following centralised committees (chaired by the Registrar):

- Central Coordinating Academic Administration Committee (monthly meetings);
- Central Admission Committee (undergraduate);
- Registration Committee;
- Academic Timetable Committee;
- Graduation Committee.

Risk management within Academic Administration focuses, *inter alia*, on at least the following:

Applications and admission of undergraduate applicants

- Compliance with the legal, University and programme-specific admission requirements is monitored.
- The Student Enrolment Centre was established towards the end of 2009 and became operational in 2010.
- A centralised process for the management of undergraduate applications, selection and the process for granting of admission status was approved by the Senate Executive Committee at its first meeting in 2010.
- This process was implemented in 2010 for the first time, including the roll-out of the electronic document management system, *ImageNow*, resulting in a tracking system for undergraduate applications.
- This centralised process (with some faculties conducting their own selection process) reduced the risk of lost documentation.
- The University's Admission Policy and Business Rules on admission of students are emphasised throughout this process and risks are mitigated accordingly.
- A Management Report on applications and admissions is generated and can be downloaded from the Higher Education Data Analyser (HEDA) system daily from June.
- Application and admission risks are managed by both decentralised faculty systems as well as by centralised governance processes.
- Skills development sessions were held throughout the academic year to ensure compliance.
- The University experienced a 100% increase in undergraduate applications in 2010 (n = 63 400 applications for 13 000 places as opposed to 27 215 the previous year). This resulted in high risk and required daily interventions by means of special meetings of the Admissions Committee.
- An MEC Registration Committee was approved in 2010 to monitor enrolment risks and this committee met once in 2010 to monitor the nature and scope of undergraduate applications.
- Statutory compliance of student documents upon registration: The list of documents to be submitted by the student for scanning is checked by the respective heads of faculty administration. The electronic error list is generated and managed accordingly

Management of late applications (“walk-ins”)

- The annual workshop on the management of late applications and registration in general was held in April 2010.
- The strategy was refined after having been circulated to the faculties and serving at both the MEC Academic and MEC Operations Committee meetings.
- The strategy was ultimately approved by the Senate Executive Committee (Senex) at its third meeting in 2010.

- In addition to the refinement of the processes related to the management of queues, late applications and general reputation management, the strategy also included additional generators to mitigate power failures, the integrity of the student data system (ITS) and utilising marquee tents for the management of “walk-ins”.

Registration

- The online registration process that was piloted in 2008 and that was partially implemented in 2009 was mandatory for 2010, resulting in a 86% online registration achievement.
- The online registration system resulted in improved governance of student data integrity, as reflected by the audited student data HEMIS reports reflecting a significant decrease in “fatal errors”.
- Management of registration fees during registration: the financial policy in this regard is adhered to.
- The January 2010 online registration was disrupted for at least one hour at the start of each registration day due to problems encountered on the ITS student system operational server. This resulted in registration delays, long queues and frustration among staff and students. The frustration was exacerbated by extended electricity disruptions on all campuses. The available onsite emergency generator power was insufficient to support online registration from University computer laboratories. During the Registration period, the risk was mitigated by working extended hours and extending the Registration period, with a negative impact on effective teaching and learning in the first week of the first semester. On request of the University, ITS stationed a database expert onsite to limit the disruption time by shutting down and restarting the operational server. ITS, Solaris Sun Computers and Oracle were requested to investigate the root cause of the disruption. The investigation pointed to a hardware defect that was subsequently corrected. Since then no re-occurrence of the previous disruption was experienced.

Printing of summative assessment papers (test and examination papers)

- The business rules and procedures are emphasised regarding at least the following: typing of tests/examination papers, the safekeeping and duplication/copying, as well as transport of these papers.
- Security is upgraded during official examination periods and provision is made for electricity failures during examinations.
- The system’s test (10% test), where a mark has been changed with more than 9%, is executed by the HEMIS Coordinator. The Faculty Coordinator within Central and Academic Administration is responsible for correction and mitigation management. When appropriate, the process of investigation (including forensic investigation) is initiated.

Validation of student academic data

- Validation of academic data: The validity and reliability of student data on the academic structure is validated by the HEMIS Coordinator on a continual basis. The 2% test on graduates is executed in accordance with the Department of Education’s HEMIS rules in this regard (currently known as the 0% test).
- The Department of Higher Education and Training’s revised directives for external auditing of student, staff and academic programme data is executed and the content of the revised directives was also included in the Skills Development Programme for Academic Administration employees.
- Annual internal student data HEMIS auditing is conducted by the internal auditors. These reports serve at MEC, the MEC Risk Committee and ultimately at the Council Audit and Risk Committee meetings.
- The University complied with the external auditing requirements related to the above directives.

Certification of qualifications

- The University’s Policy and subsequent business rules in this regard are adhered to.
- The external audit on Certification was conducted and reflected no exceptions.

Academic timetable

- The Timetable Committee oversees the governance of lecturing and examination timetables.
- The standardised timetable has been implemented on all the campuses, with the exception of APK.
- Approximately 50 academic modules on APK reflected an enrolment figure of between 1 000 and 3 800 per module, resulting in a challenge for the lecturing timetable.

System management: ITS

- The business rules on access control are enforced. The changing of marks by both academic employees and academic administration employees is managed by means of a process of authorisation. Incidents of transgression are managed in accordance with the University’s disciplinary process.

Graduations

- A Graduation Committee is responsible for the planning of graduation ceremonies. The risk management principles related to events management are also adhered to. Negative incidents are reported to the Registrar and mitigation strategies are deployed. The Graduation Committee reflects on the ceremonies and revises the procedures when applicable. Graduation risks are also considered by the Management Executive Committee after each series of graduations.

General operational internal controls

- ITS access, verification of duties on risk ITS modules (i.e. changing of assessment marks), declaration of conflict and management of risk via ITS logfile and monitoring compliance in high risk environments, such as:
 - ITS access reports;
 - Confidentiality reports;
 - Graduates: sign-off accuracy;
 - 10% assessment marks deviation list and verification;
 - Examination policy and procedure compliance.
- Applications:
 - Electronic document management system roll-out in 2010 for the management of applications;
 - Biographic data integrity;
 - HEDA application reports;
 - Verification of documents scanned by Metrofile.
- Registration and management of “walk-ins”:
 - Registration and management of “walk-ins” workshops;
 - Management of logistics framework and schedule;
 - System cycles on ITS;
 - Final strategy approved by Senex.
- Certification:
 - System cycle on ITS;
 - Access verification.
- Graduation:
 - Works schedule and system cycles on ITS;
 - ITS verification;
 - Printing of certificate: procedure and internal control.
- ITS academic structure:
 - Monthly data quality verification;
 - Security when updating the structure.
- Timetabling:
 - Timetable Committee chaired by the Registrar;
 - Timetable sign-off by heads of academic departments;
 - Policy and procedure on amendment of timetable.
- Examinations:
 - 10% fault list control after marks had been published;
 - HEDA error reports;
 - Regulations for printing examination papers;
 - Audits on the printing of examination papers process;
 - Compliance with Faculty Rules and Regulations;
 - ITS access control for super users.
- Training:
 - One training officer responsible for the full scope of training related to Academic Administration and data integrity;
 - Electronic system technology training (SST) programmes on system;
 - Academic Administration Training Committee.
- HEMIS student data integrity:
 - HEMIS circulars;
 - Valpac error reports;

- HEDA error reports;
- Audit reports, including final external audit report.

Corporate Governance

The management of contracts and agreements is the main risk. The following is relevant:

- Electronic record management system in place for the management of contracts and agreements;
- Internal audit report reflecting no exceptions in 2010.

Copyright and the management thereof is also a significant risk. The University has a blanket licence with DALRO. The following strategies were put in place to mitigate the risks:

- Compliance with the DALRO guidelines, policy and procedures when duplicating material under the blanket license agreement;
- Several workshops on these guidelines were conducted under the auspices of the University's Skills Development Division;
- Guidelines on copyright reporting are accessible on the Library's webpage;
- Copyright warnings are prominently displayed at all photocopying facilities in the Library;
- The Library's electronic databases have their own licences which govern reproduction;
- Training on referencing is included in the Library's Information Literacy and Information Management courses. A guide to referencing techniques is also available on the Library webpage;
- TurnItIn software is used to assist with detecting plagiarism.

PERFORMANCE

Academic Administration

The quality is reflected in the following tracking sources:

- Management reports related to the academic lifecycle, i.e. application report, registration report, examination (assessment) report and graduation report were generated and served at MEC, MEC: Academic and the relevant Senate committee meetings, as well as Senex and, if appropriate, at Senate;
- Student/client satisfaction questionnaires were developed in 2007 and refined and the results are reflected in the above reports;
- Student satisfaction regarding registrations: The response rate improved from 18% to 23% for the traditional manual registration process and the overall satisfaction rate improved;
- Student satisfaction regarding the online registration process: The online registration increased from 15 000 in 2009 to 33 979 in 2010 and 60% of the students that registered online took less than 20 minutes to register;
- Student satisfaction regarding the graduation process maintained an average of 85%, with a decrease in satisfaction related to the management of queries by the faculties (from 86% to 76%);
- The Training Officer within Academic Administration is responsible for the training of all academic administration employees at central and faculty level and new training programmes were developed, resulting in a total of 35 electronic STT training programmes being available;
- Governance workshops were conducted with the relevant role players, i.e. staff dealing with applications, registration, graduation, etc. Where applicable, a workshop is held with all role players (i.e. Registration workshop) to obtain the input of all role players on what has to be done differently the following year;
- Three student HEMIS reports were submitted on time to the DHET. The "fatal errors" in accordance with the DHET business have decreased significantly to a total of 147 in 2010 (these errors relate to "statistical credit average" of graduates and should decrease more as the number of online registrations increases). The target was therefore exceeded;
- Development of specialised functionalities, i.e. electronic calculator for APS, admission status of applicants on the website and further refinement of the application and registration processes;
- The quality of academic administration governance is reflected in the annual external HEMIS audit reports (PriceWaterhouseCoopers) and can be classified as a "pocket of excellence" at UJ and leaders in South Africa – especially related to the process of online registration. As far as the process of application is concerned, further refinement from a paper-driven process fraught with errors to a "state-of-the-art" electronic-based process in 2010 resulted in a trustworthy electronic application audit trail system to justify final decisions made by the University related to admission or non-admission of an applicant. Compliance with the

strategic thrust of being “trendsetters” is therefore confirmed;

- Timetabling also resides within Academic Administration. This remains a challenge, with 676 active qualifications and 3 643 active modules accommodated on all four campuses in 438 lecturing venues, with a total of 28 000 lecturing seats. Regrettably, the roll-out of the standardised timetable on APK to make provision for at least three lecturing periods per module per week was not possible in 2010.

Central Administration

- Following the promulgation of the UJ Statute in August 2010, the Director: Central Administration was responsible for the revision of all the charters for statutory structures/committees aligned with the Statute, as well as the refinement of the performance review system for all these structures/committees, in accordance with the feedback received from the relevant internal stakeholders.
- The Senate Academic Freedom Committee was approved by Senate in 2010 for commencement in 2011.
- The principle of “declaration of interest” was reinforced at all statutory structures and committees.
- The Manager of Committee Administration continued with a University-wide in-service training programme (offered via the Human Resources Skills Development Programme) to employees involved in committee administration in faculties/divisions and thus improving the quality of committee administration across the University.
- The Delegation of Authority for Senate and Senate committees was revised in 2010, resulting in Senate dealing with less operational matters.
- A revised process for the Consideration of Confidential Business was approved by the MEC in 2010.
- Sustained excellence in committee administration is reflected in the performance review results of all statutory structures/committees in 2010 and, therefore, the Committee Administration Division can be classified as a national trendsetter.
- Sustained excellence in service delivery by the Language Unit is reflected with reference to their interpreting services, translation and editing of approximately 500 documents per year (charters, policies, etc.).
- The Head of the Language Unit plays a significant national leadership role in the forum “Roundtable on African Languages”, the Special Ministerial Interest Group on Multilingualism in Higher Education and the Pan South African Language Board.
- Campus-based language committees were established in 2009 and consolidated in 2010 to promote the implementation of the Language Policy and decisions made on the naming of facilities, etc.
- UJ Cultural Integration Week was supported by the Language Unit by means of a language debate led by Dr Neville Alexander in 2010.
- Guidelines for the four languages were developed in 2009 and published as a user manual, with intensified roll-out of this initiative in 2010.
- International Mother Tongue Day was celebrated at the University for the first time and a basic conversational language pamphlet was distributed at the same time.
- The Director oversees the tender processes related to the printing of study guides at the University, which were centralised to improve governance in this regard.
- An average of 200 000 study guides, reading/resource packs and 50 000 CDs are produced annually and distributed to students via the collection stores.

Corporate Governance

The following performance and achievements are highlighted:

- Development of a governance structure on the Intranet and posting of all UJ policies, rules, regulations, etc.: This governance grid is revised annually and the governance website was constructed in 2010 and is updated by this division.
- Contract management: A manual process of contract management was converted into an electronic system in 2008, resulting in the third internal audit conducted in 2010 reflecting significant governance improvement and no exceptions. Any UJ employee can access a contract on the system (subject to security standards/legislation and access to ImageNow).
- A total of 395 contracts were scanned, imported and captured in the electronic document and records management system in 2010 and these include 197 revised/updated or new contracts, 198 historical contracts and archiving of 293 expired contracts. Input was given. A total of close to 2 000 contracts are on the system and input was given to approximately 500 contracts/agreements in 2010.

- DALRO copyright: The agreement was initiated in 2007 and is managed by this division annually.
- Senate membership is continually updated in accordance with the Human Resource Report submitted which reflects promotions to full-professor level, appointment of new professors, heads of academic schools and departments, vice-deans or members of the Executive Leadership Group.
- The Division manages and governs the elections of Senate and Senate committees, based on the principle of preferential voting.
- The Division manages the web-based process to apply for Access to Information in accordance with the Promotion of Access to Information Act and automatic generation of the report for submission to the Human Rights Commission on an annual basis. An average of 1 000 requests were managed and it needs to be mentioned that UJ is the only higher education institution in SA that has submitted annual reports to the Human Rights Commission in this regard.
- Continual revision takes place, in consultation with the relevant staff, of the academic administration documentation, i.e. application form, registration agreement, supporting documents to comply with new legislations (i.e. Credit Act, Protection of Personal Information Act, etc.).
- Revision of academic regulations takes place on an annual basis.
- Qualification Verification System: The Division oversees the general faculty governance for submission of an average of 2 000 requests annually.
- Records Management: Further roll-out of the principle/process of the storage/archiving of paper records took place (agreement with Metrofile). This has been conducted throughout the University over a period of two years, resulting in better utilisation of space and compliance with King III governance/ carbon footprint principles and direct access to information in accordance with the relevant retrieval process/principles. Business processes are documented within the electronic environment, resulting in improved business sustainability. The focus in 2010 was on Human Resources (scanning and archiving of all employee files from the former Rand Afrikaans University, Technikon Witwatersrand and Vista), Student Debtors and Bursary documents, NSFAS application forms, faculties with reference to examination scripts and other manual student records, Finance Expenditure and Payroll and Operations.
- Roll-out of the electronic record and document management system in the Student Enrolment Centre for the application process: It can be confirmed that this division is the national trendsetter in this regard.
- Development of an electronic training (STT) programme for employees on the abovementioned process took place.

General Administration

The achievements are highlighted:

- Printing stations are operational on all the campuses for students to use and for the printing of all the summative assessments (tests and examination papers).
- Four multiple-choice reader scanners were operational and a total of approximately 30 000 answers from 500 tests/examinations were scanned.
- Computer laboratories were significantly expanded on SWC, resulting in a total of 69 laboratories and 4 361 workstations at UJ in 2010.
- There was increased service delivery to accommodate Edulink-based teaching and assessment.
- Quarterly computer laboratory reports are released to reflect the demand for and current utilisation of these laboratories.
- The Division managed the cycle that exists for the replacement of computers, which was executed on time.
- There was sustained excellence in service delivery by the Audiovisual Unit, with only 23 full-time permanent employees rendering services in the 438 lecture venues, as well as in many other venues where functions take place and where audiovisual services are required, as reflected in the report of Advancement and Innovation.
- All audiovisual equipment resulting from the SWC upgrade plan was installed on time.
- The 2010 cycle/upgrade plan of audiovisual equipment was executed during the recess period in December 2010.
- An average of 3 000 assistance requests are managed per week across campuses during the duration of the academic calendar.
- There was sustained excellence in service delivery by the Postal Services that are available on each campus (DFC service is outsourced to BDS Xerox) and a total of 12 permanent employees are responsible for the service delivery.

- The workload peaks during the third quarter due to the amount of postal applications received.
- Sustained excellence in service delivery was rendered by four permanent employees.
- A total of approximately 5 000 graphic design projects were produced, of which 45% were for academics and 55% for marketing/information pamphlets and publications.

Portfolio stakeholder performance

Internal stakeholders

The most important internal stakeholder is the student registered at the University, as well as the applicants. Sustained excellence in service delivery to the students, applicants and graduates is therefore important. Satisfaction surveys are conducted at the end of Registration and graduation. These survey results are reflected in the cycle reports that not only serve at the various governance structures, but are also posted on the Intranet as a circular to the University community at large. In addition to this, the charters of the various committees in this portfolio (i.e. Registration Committee) make provision for UJ SRC representation.

The other internal stakeholder group is the employees, especially those involved in the academic lifecycle of the student and these employees are represented on the various academic administration committees. A dual model exists related to academic administration: the heads of faculty administration report first and foremost to the relevant executive dean, but also to the Registrar via the Director of Academic Administration. This dual model works well, not only in the interest of good governance, but also in the interest of integrated stakeholder communication, teamwork and collective leadership.

As reflected in the portfolio report, the roll-out of the electronic records and document management system within those divisions that currently participate also requires collective leadership and teamwork to succeed.

External stakeholders

The external stakeholders are as follows:

- Department of Higher Education and Training:
The Registrar is the first point of communication regarding the submission of quarterly and annual reports, HEMIS audit reports (student, employee and space data), the submission of new academic programmes as well as those with name changes and/or significant content changes, general compliance and any query received from them;
- Higher Education Quality Committee and Council on Higher Education:
Once new or amended academic programmes have been approved by the DHET, they are submitted online by the Registrar for accreditation purposes. In addition to this, the HEQC Audit report and subsequent further communication on the quality improvement plans related to this audit are submitted via the relevant member of MEC;
- Higher Education South Africa (HESA):
Communication to HESA takes place on any matter related to the Matriculation Board, including the governance related to the National Senior Certificate results and electronic results;
- PriceWaterHouseCoopers:
This portfolio is intensely involved in all the external audits conducted for external submissions to the DHET as well as other external audits, such as certification of qualifications, printing of summative assessment papers, etc.;
- Deloitte:
The internal auditor has conducted various internal audits related to this portfolio, such as contract management;
- Dippenaar & Reinecke:
Dippenaar and Reinecke are the official service providers for graduation attire, as their contract was renewed via the tender system of the University;
- Qualification Verification System (QVS):
QVS is the current service provider for, *inter alia*, the verification of qualifications and servicing of alumni when academic transcripts are requested;
- ITS: provider of student system software:
ITS is a strategic partner that supports academic administration, from applications to graduations and

ensures overall student data integrity, based on all the new functionalities developed in 2010. ITS also sponsors the annual ITS User Group conference and thus ensures cutting-edge technology in accordance with the needs of the user groups or customers. As the recognised leading institution, the University of Johannesburg exerts considerable decision-making power in the expansion of service delivery and the nature and scope of new enhancements/functionalities;

- Tshwane University of Technology:
An agreement exists between the two institutions to co-partner the development of new ITS local software functionalities and thus they share the costs;
- Metrofile:
An agreement exists with Metrofile for the archiving of documentation.

Sustainability performance

The following contributions are relevant:

- Academic Administration moving from “cloning of student data of the three former institutions in 2005” to a state-of-the-art achievement of 86% online registration in 2010 and targeting 94% for 2011;
- Further ITS enhancements and increased ITS functionalities:
 - Online registration system: totally integrated system including the back office validation and checks required for registration: developed in 2008, refined in 2009 and fully operational in 2010;
 - Online payment system: credit and check card payment system linked to the registration system or can be used for fee payments throughout the year;
 - Online application system combined with electronic document management system (ImageNow);
 - SMS and email communication system: In order to enhance the communication turnaround time with students, we have developed an sms and communication module within ITS;
 - Infoslips: the sending of secure emails to students with all their information on a monthly basis (timetables, statements, proof of registration, biographical details, test/examination results and any other important information), resulting in a significant reduction of paper-based postal services and contributing to carbon footprint initiatives, as well as reducing the Postal Services’ budget significantly;
 - Online data update system: Students can update changes in address, contact detail, etc. via the student portal on ITS as opposed to a paper-based postal service and telephone costs;
 - Integrated document management system within ITS: ImageNow and ITS interface developed to manage the academic lifecycle phases: refined in 2010;
 - Online verification and academic record service: Companies or individuals can use the QVS integrated service online to verify qualifications obtained or to track academic performance: further refinement in 2010;
 - Impro access control system: an intercampus access control system interfaced with ITS to allow access to students on all campuses;
 - Integrita: fingerprint identification system interface with ITS that was developed in 2009 and piloted in 2010;
 - MAMS system: capturing of assignment, test and examination marks by lecturers online onto ITS; thus not only reducing the paper-driven process, but also significantly improving governance in this regard;
 - Integrated HEDA reporting system: 400 error reporting systems developed over the past three years to verify data integrity/completeness on ITS and refined in 2010; this is also used for reporting prior to the final date of verification and auditing to make provision for timely correction of errors in the interest of good governance.
- Further roll-out of the electronic record and document management system: significant progress has been made, as justified in the report related to Corporate Governance. This project not only contributes significantly to a “paperless business world”, but also improves the general state of corporate business, electronic-based viewing and retrieval systems as well as clearing many square metres in offices;
- Paperless meetings: Prior to 2009, the statutory committee structures and meetings of the University were paper-based. In 2009, a phased approach for moving towards paperless meetings was initiated, whereby agenda packs were circulated electronically (email or on CD) to the members. The process started with the MEC and MEC committees and the Senate and Senate committees (excluding the Senate Higher Degrees Committee – which was still being distributed in hard copy owing to the fact

that documentation was submitted in hard copy). The agendas for Council and Council committees were distributed in a mixture of hard copy and paperless agendas. In 2010, the practice of having a mixed-model for statutory committee meetings continued, with the Senate Higher Degrees Committee agendas also being changed from hard copy to paperless format. The final phase of moving towards paperless meetings has been commenced for 2011, with Council and the Council Executive Committee agendas to be distributed in paperless format from the second quarter of 2011. It is envisaged that by the end of 2011, all the statutory structure/committee meetings will be paperless. The initiative to move towards paperless meetings has also been cascaded down within the institution and employees are encouraged to implement paperless meetings at all levels within the University.

CONCLUSION

The various divisions have performed well. The measurable targets for 2010 were related to academic administration and were all achieved.

- Sustainable excellence in student satisfaction surveys: at least 80% for registrations and at least 80% for graduations (note: the survey on graduations focuses not only on academic administration, but also other logistical services, i.e. parking): two population groups (traditional manual and online registration) were relevant, reflecting that 60% of those that registered online took less than 20 minutes to register in the University computer laboratories;
- Online registration target of at least 80%: the achievement rate was 86%;
- Student data integrity final external audit report: significant decrease of fatal errors from 333 to a maximum of 200: achievement rate of only 147 fatal errors.

TARGETS AND WAY FORWARD

A portfolio scorecard has been developed for 2011, reflecting the detailed performance indicators for each division, based on the institutional strategic thrusts relating to "sustained excellence" and "leadership that matters".

Academic Administration

- Undergraduate application turnaround time from data capturing to confirmation of admission status (excluding FADA & FHS): 20 days;
- Online registration target 2011: 90%;
- Student data: less than 100 fatal errors reflected in the audited HEMIS report;
- Administration of graduates: less than 20 errors reflected in submissions.

Central Administration

- Committee administration performance reflected in committee/structure annual reviews: at least 4,5;
- Study material submitted via tender process on time;
- Implementation of the Language Policy as determined and assessed by the Senate Language Committee.

Corporate Governance

- Promotion of Access to Information turnaround time of responses: five working days;
- Contract management internal audit report: at least 80% compliance;
- ImageNow/document management roll-out in Student Enrolment Centre: 90%;
- UJ Annual Report submitted to DHET: with substantial compliance with the principle of integrated reporting and reporting on sustainability.

General Administration

- Client satisfaction with computer laboratories: 80% (not more than 20% complaints received in relation to service delivery);
- Client satisfaction with audiovisual assistance: 80% (not more than 20% complaints received in relation to service delivery);
- Lifecycle management of equipment (computers and data projectors): full compliance.

Human resource management

- All vacancies at management level (in accordance with Registrar Exco membership) filled with designated candidate(s);

- Management of overtime within approved budget;
- Management of temporary appointments within budget;
- Turnover rate of not more than 8%;
- Transformation-related complaints: received less than three per year.

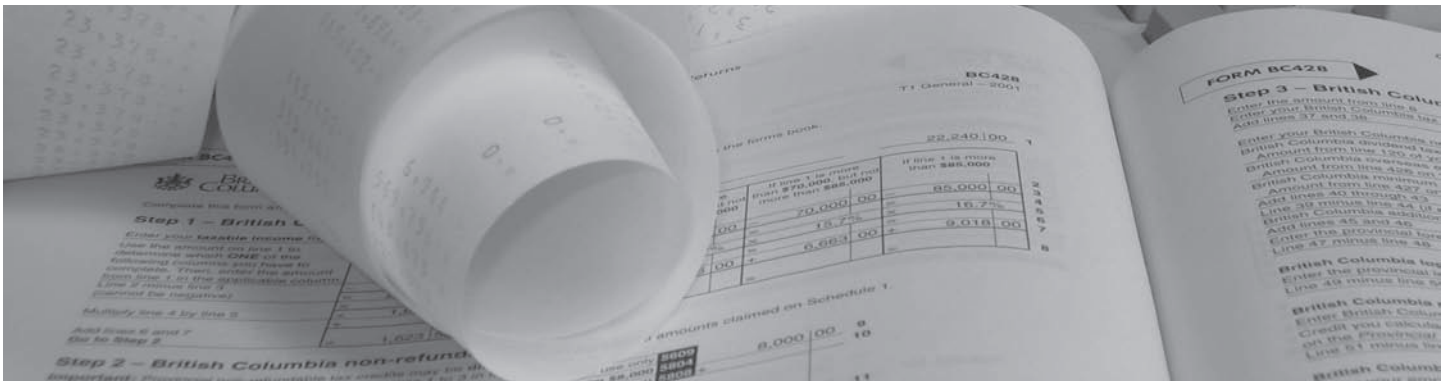
Financial management

- Budget variance expenditure: not more than 2%;
- Capital expenditure within budget;
- Encumbrances transferred to next year: compliance with institutional indicator.



Marie Muller (Prof)

Registrar



FINANCIAL SUSTAINABILITY

OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg (UJ). This section of the Annual Report focuses on the following:

- Policy framework;
- Governance;
- Risks and risk management;
- Focus;
- Performance review of the three divisions within Finance;
- Statement of responsibility of the members of Council;
- Audited financial statements;
- Notes on annual financial statements;
- Remuneration: external members of Council;
- Remuneration: members of the Executive Leadership Group (ELG).

POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policies' frameworks have reference within the institution (refer also to Section Three: Operating Context and Governance Review):

- UJ financial strategy and five-year plan, approved by Council;
- Financial policies and procedures;
- Travel policies and procedures;
- Fundraising Policy;
- Policy on Student Fee Structure;
- Delegation of Authority: Contracts;
- National Student Financial Aid Scheme Rules and Regulations;
- Delegation of Authority: Finance;
- Risk Management Policy;
- Procurement policies and procedures;
- Tender policies and procedures.

GOVERNANCE FRAMEWORK

The following Council committees are highlighted:

- Council Executive Committee;
- Council Audit and Risk Committee;
- Council Finance Committee.

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Committee is chaired by the DVC: Finance

(refer to Section Three). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the financial Delegation of Authority approved by Council.

The following three divisions report to the Deputy Vice-Chancellor: Finance:

- Financial Governance and Revenue;
- Expenditure and Procurement;
- Intellectual Property and Commercialisation.

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management were reflected on the Institutional Risk Register:

- Increase in doubtful debt;
- Increased electricity cost;
- Financial sustainability.

Increase in doubtful debt

The University is acutely aware of the economic status of our students and their parents. It is, however, a priority for the Finance Division to ensure that all fees billed are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; some of these are to manage our NSFAS allocation effectively to ensure that we assist the most students 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.

Increased electricity cost

The increasing energy cost, especially electricity costs, is a cost driver that is high on the agenda of the University's Executive. The University has implemented various strategies to reduce its electricity consumption and all new developments and any refurbishments are designed to be energy efficient. We also launched a process and research to develop more ways to reduce our electricity consumption. This is a strategic issue and we are continually improving our processes in order to manage this risk.

Financial sustainability

The financial sustainability of the University is of utmost importance. We are actively managing this risk with, among others, the following strategies:

- The University has a five-year financial strategy, which was approved by Council.
- The annual budget is prepared based on the five-year financial strategy and taking into account the strategic thrusts of the University and the various income sources at our disposal.
- Our annual fee increases and other income sources are also informed by the approved financial strategy.
- During 2010, we embarked on a cost-consciousness exercise and we ensured that no unnecessary expenses were incurred.
- As indicated above, the Finance Division has various strategies to ensure that we collect our outstanding fees,
- The various academic environments are encouraged to engage in activities that will result in third-stream income in line with their academic mandate.
- All major capital expenses are carefully evaluated to ensure that the University can afford the initial capital outlay and also that the annual facility expenses are affordable and budgeted for.

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. The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial and other performance of the University.

Financial 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 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 this committee.

Credit risk

Credit risk is the risk of financial loss to the University if a client, student or counterparty to a financial transaction fails to meet its contractual obligations and arises principally from the University's receivables from students and clients. The University has no significant concentration of credit risk, owing to its wide spread of students and clients.

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness 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 use of debt collection attorneys and agencies.

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 to clients with an appropriate credit history. It does not insure its student or other receivables.

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 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. The liquidity risk is minimised by weekly cash flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The 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.

Currency risk

The University does not operate internationally but, on occasion, there are foreign-currency denominated purchases. The University is exposed to foreign currency risk when purchases are denominated in a currency other than South African Rands. Management has introduced a policy that requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end, there were no outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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 for 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 the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment.

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.

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 risk.

Operational risk

Operational risk is actively managed: the University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the Management Executive Committee and the Audit and Risk Committee of Council. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its Audit and Risk Committee, oversees the financial reporting process. The University has very little control over the annual student intake. Marketing and branding strategies are however in place to ensure consistent student intake – in accordance with the approved Enrolment Plan.

FOCUS

The main strategic goals focus on institutional efficiency and effectiveness and competitive resourcing, with efficiency and future sustainability, size and diversity of income as the key performance indicators. The focus in 2010 was also on financial sustainability, with specific reference to cost consciousness and effectiveness and sustainable resource generation. The following performance indicators are reflected in the institutional scorecard for 2010:

- Other income to subsidy income: 46%;
- Unencumbered incomes: R52 million.

FINANCIAL PERFORMANCE

Audited financial results for 2010 were delivered once more on time, without qualification and with no significant external findings. Generating unencumbered commercial (viz., non-state, non-tuition-fee, non-capital income) and donor income remains a high priority and is on target, but remains suboptimal, especially in the current economic environment. In this regard, UJ's Soccer World Cup accommodation programme, while having resulted in the renewal of several residences (R9,4 million investment), has not delivered the projected unencumbered income of R5 million (within the projected 50% occupation scenario). The Soccer World Cup has, though, generated R4,5 million in FIFA expenditure on lighting and irrigation for UJ's two stadiums.

Our 2010 annual financial results show excellent outcomes, with our budgeted operating loss of R88 million being turned around to an operating surplus of R31 million, mainly due to better-than-expected subsidy, tuition fee and student residence income, and slower-than-expected remuneration expenditure – the result of our historical staff vacancy rate. This outcome compares very well with that of 2009 (an operating surplus of R2 million). The total surplus for 2010 (including investment income) amounts to R233 million (as opposed to R152 million in 2009). The targets were therefore exceeded.

PERFORMANCE REVIEW: FINANCIAL GOVERNANCE & REVENUE

OVERVIEW

The Executive Director: Financial Governance and Revenue is responsible for the executive management of this division and reports to the DVC: Finance. Strategic management and planning were implemented at all operational levels of the Division. All directors, managers and supervisors had to prepare their own strategic goals and they were measured against their individual environment's strategic goals. The Division consists of the following divisions/units:

- Budget and Project Management Division;
- Student Finance Division;

- Strategic Financial Projects and Sundry Revenue Division;
- Planning, Cash Management and Financial Reporting Division.

STRATEGIC FOCUS

The major strategic goals for the Division in 2010 were:

- Business process analysis and mapping: this will enable the Division to streamline the business processes;
- Restructuring of certain functions in the portfolio based on the business process analysis done in 2009 and 2010;
- The influence of the worldwide credit crunch and the restrictive lending environment will have a negative influence on our debtors' books and cash flow: this will be an area that will require strategic resources, both in student finance and in sundry receivables;
- Completion of the self-evaluation of the Budget and Project Management;
- Effective expenses management and expenses reporting to ensure that the University achieves the budgeted operating loss;
- Upgrading of the Division's office and parking facilities;
- Alignment of our governance and processes with King III and having strategic management of the University's cash flow and working capital to ensure that all the operating expenditure and capital expenditure can be paid;
- Finalisation and institutionalisation of the Risk Management Methodology and Process;
- Allocation of the available NSFAS funding to needy students in an efficient manner in order to ensure effective use of the inadequate NSFAS funding.

PERFORMANCE REVIEW

The above goals were mainly achieved. It is, however, important to note that all of the goals will require resources to maintain the momentum and to ensure that the University does benefit from these initiatives.

Budget and Project Management Division

The managing of the budget and projects is the responsibility of this subdivision. The faculty, departmental and project accountants report to this subdivision. The accountants act as financial business partners for the faculties and departments of the University.

- The monthly reporting of the financial performance of the departments and faculties is performed by the accountants.
- Continual budget control is exercised by this subdivision.

Student Finance Division

The previous subdivision is involved in the expenditure cycle of the University. The Student Finance Division is responsible for the accounting for all the student revenue and financial aid transactions of the University. The major functions are:

- Maintenance of the University's fee structure, invoicing students and collecting outstanding amounts owed to the University;
- Financial aid, bursaries and NSFAS;
- External collections and credit control of the student debt.

Strategic Financial Projects and Sundry Revenue Division

This division is responsible for, among others, the following:

- A variety of strategic projects;
- Financial management of the smaller entities of UJ;
- The statutory compliance of all UJ's companies;
- Accounts receivable: this includes all invoicing, debt collection and credit control of all customers other than students;
- Maintenance of the financial code structures in the student finance systems.

Planning, Cash Management and Financial Division

This division is responsible for, among others, the following:

- Cash flow planning and management;
- Statutory financial reporting;
- Management and execution of the internal and external processes;
- Facilitation of the University's risk management and insurance functions;
- Maintenance of the financial code structures on Oracle;
- Management of all the cash management and payment processes;
- Short-term investments and the maximisation of interest income;
- Provision of monthly and quarterly management information to the Management Executive Committee.

Governance review

This division has various responsibilities towards the maintenance of good corporate governance in the institution and, to this end, we are accountable to the MEC Risk Committee, the Finance Committee of Council and the Audit and Risk Committee of Council. We are responsible for all financial policies and procedures.

The Finance divisions, both Financial Governance and Revenue and Expenditure and Procurement, are subject to internal and external audits each year. These audits are external evaluations of our processes and do identify possible improvements. These audits are part of the governance controls and processes of the University.

Financial review

The Division receives an annual budget to perform its duties and to fund its operating expenditure. We were able to use our allocated budget in such a way that efficient service delivery was ensured, without wasting resources. We were able to run the Division within the allocated financial resources.

Quality systems

As indicated above, Financial Governance and Revenue is subject to internal and external audits continually: these audits are external evaluations of our processes and do identify possible improvements. This division therefore has a constant external quality monitoring mechanism. It is nevertheless obvious that we can always improve our business processes, service delivery and risk management.

The Division embarked on a business process analysis exercise and we realigned some of our revenue business processes in order to assist in ensuring efficiency in the functions.

During 2010, Budget and Project Management embarked on a self-evaluation process. The improvement plan of the Budget and Project Management will be tabled at the Senate Quality Committee in 2011. Student Finance's and Strategic Projects and Sundry Revenue's self-evaluations have been completed, improvement has been approved and we are busy implementing this plan. Planning, Cash Management and Financial Reporting's self-evaluation will be completed in 2011.

Stakeholder engagement performance

Both UJ staff and students are internal customers of the Division, as our services range from the provision of information to the allocation of bursaries and NSFAS assistance to needy students. The Division has embarked on an extensive communication exercise with the providers of external bursaries and other financial aid, including NSFAS. The purpose of this communication exercise is to ensure that the University's Bursary Office does provide the donors with the information and services that we deliver. The major functions located in the Planning, Cash Management and Financial Reporting Subdivision are:

- Preparing the annual budget;
- Managing the cash flow to ensure adequate cash is available to cover operating expenses and to fund investment projects;
- Increasing the amount funds available to UJ students as bursaries by actively sourcing new and additional bursary providers;
- Preparing and reconciling all the bank accounts;
- Accounting for all the University's investments;
- Managing the internal and external audit processes of the University;
- Financial reporting: both statutory reporting and reporting for management purposes;
- Managing institutional risk and reporting risk to the Executive Leadership Group and the various committees of Council.

WAY FORWARD AND STRATEGIC THRUSTS 2011

The strategic thrusts for 2011 will be aimed at mitigating some of the major risks facing the Division:

- Analysing Quali Financial Systems (KFS), in conjunction with University of Stellenbosch and North-West University, to determine if KFS is an alternative for Oracle Financials;
- Implementing the new Companies Act in respect of all the companies in which the University has a share;
- Analysing the concept of integrated reporting to ensure that it is implemented in our division as required by King III;
- Implementing the business metrics module of Idu to provide the ELG with desktop metrics information on their finances;
- Realising that the influence of the worldwide credit crunch and the restrictive lending environment will have a negative influence on our debtors' books and cash flow: this will be an area that will require strategic resources;
- Completing the self-evaluation of Planning, Cash Management and Financial Reporting;
- Managing expenses effectively and reporting expenses to ensure that the University achieves the budgeted operating loss;
- Upgrading the Division's office and parking facilities;
- Aligning our governance and processes with King III.

CONCLUSION

In conclusion, we believe that we have achieved what we set out to do in 2010: we have consolidated our business processes and activities and bedded the merger during the last few years. During the next phase of three years, we need to improve on our service delivery by analysing and improving our business processes and practices.



Jaco van Schoor (Mr)

Executive Director: Financial Governance and Revenue

EXPENDITURE AND PROCUREMENT

OVERVIEW

The Expenditure and Procurement Division comprises the following departments: Payroll, Fixed Assets, Accounts Payable and Procurement. The Expenditure Division's core function is the acquisition of goods and services and the timely payment of its suppliers and all employees. Key elements to the above function would be:

- Value for money;
- Quality;
- Levels of service delivery.

At the same time, owing to the nature of our business, employees must apply the highest levels of ethical behaviour in all areas of their work. This is particularly important in Procurement, which involves the expenditure of public money and institutional funds and is subject to more-than-usual public scrutiny. It is therefore critical that our processes are fair, transparent and equitable. This is achieved through the implementation of policies and procedures which were further enhanced through the development of quick-reference guides. These policies are updated on a regular basis to ensure that we keep in line with best practice.

STRATEGIC FOCUS

A number of strategic objectives were implemented to improve our efficiencies and effectiveness and also to align with the greater University's goals. Some of these interventions were as follows:

- Formalisation of service level agreements with the various departments and faculties;
- Greater engagement with the Purchasing Consortium of Southern African (Purco) in order to make use of their combined purchasing power to achieve greater savings;
- Implementation of the order management system to enhance our encumbrance accounting;
- Implementation of V-track for the daily monitoring of all desktops and laptops;
- Implementation of Real Pay to verify supplier banking details electronically with the banks;
- Use of third supplier exposé, which is used to engage with suppliers and to explain our internal processes;
- Publication of the quick-reference guides, which are a summary of all financial policies and procedures;
- Continual improvements of processes on the Oracle system;
- Continual training and development of staff.

PERFORMANCE

The year 2010 has been very challenging due to the number of system issues that had to be resolved. In some circumstances, we had to go back to the initial implementation to correct transactions that were done incorrectly. These issues were a result of being wrongly advised and not fully understanding how the system works: therefore being very dependent on consultants. This process was a very time-consuming exercise and some of the errors took months to correct. However, this assisted us in improving our general understanding of the system and in putting better controls and procedures in place to ensure that we effectively manage our processes.

Storage space for old assets is becoming quite a problem and we cannot seem to dispose of them quickly enough. This has, however, resulted in the idea of opening up a secondhand shop and passing the benefit/opportunity to our staff rather than the scrap dealers.

Partnerships engagement: performance

The Division engaged in a number of partnerships with various organisations to increase savings, rebates, efficiencies and effectiveness. Some of these partnerships include Purco as mentioned above, travel management companies and C Palace (for consignment stock). These engagements will continue into the future and we will be looking to increase our partnerships with more organisations. Over and above the abovementioned benefits is our subscription to broad-based black economic empowerment (BBBEE), with the institution achieving a 75% BBBEE spend for the year on preferential procurement.

Payroll Department

The Payroll Department embarked on a theme of accountability and ownership for the year 2010, in a bid to encourage staff to be more responsible and to have a sense of worthiness, together with a sense of belonging. This was achieved by empowering the staff and giving them the opportunity to express themselves in a meaningful way.

The Payroll Department constantly strives towards excellent service delivery and in order to achieve this, the following was implemented:

- Electronic notification of the payment of subsistence and transport claims;
- Electronic accessing of pay slips and tax certificates (IRP5s);
- The combination of the various payrolls into one payroll for all permanent staff at UJ;
- The temporary payroll (approximately 5 000 per month) process has been automated in order to streamline the appointment and payment of temporary staff;
- Together with Human Resources, the payroll team has been providing support to ensure the successful roll-out thereof of the above.

These interventions have yielded many benefits: the most noticeable one being that it has sped up the process remarkably and improved communications with staff. Another benefit is a reliable “paper-trail” that can be easily viewed electronically, so that documents going astray are a thing of the past. Other benefits include the elimination of duplications, the fast-tracking and solving of queries, minimisation of data capturing errors by getting the employee to validate the data on the system and the minimisation of the risk of having “ghost” temporary employees.

Social responsibilities and sustainability

The third annual charity drive was held during the second half of the year and staff really responded well to make it another huge success. It was, however, unfortunate that not all staff were able to attend due to work commitments.

Recycling is also another buzz word at the institution and the Procurement Division is actively engaged in this project, with Nampak for paper and Hewlett Packard for old/used printing cartridges.

CONCLUSION

In conclusion, the Department is committed to providing the best service to our end-users and, at the same time, obtaining value for money, quality and service delivery from our suppliers by subscribing to the ethics that govern the procure-to-pay industry. Strategic management and planning were implemented at all operational levels of the Division. All directors, managers and supervisors had to prepare their own strategic goals and they were measured against their individual environment's strategic goals.



Hennie Kruger (Mr)

Executive Director: Finance Expenditure

INTELLECTUAL PROPERTY AND COMMERCIALISATION

OVERVIEW

The Intellectual Property and Commercialisation Office is responsible for developing and managing third-stream income for the University as a result of new intellectual property developed by the University and other commercial ventures directly reporting to the Deputy Vice-Chancellor: Finance. It became clear that a proper structure and organisational plan was necessary to be able to handle both the Technology Transfer Office and commercial issues as two distinct separate operations. Although both were addressed during the year, a process of reorganisation was started, with the Technology Innovation Group as consultants. The overall plan and structure was approved by the University and will be rolled out in the next year.

RISK AND RISK MANAGEMENT

The main risk for the Intellectual Property and Commercialisation Office is that the intellectual property developed by the University is not recognised and developed outside the University. Further risks are the possible losses that could be incurred on commercial projects initiated by the University and managed by this office. These risks are mitigated through a detailed policy and intensive intellectual property commercialisation awareness within the University and also through control by the Finance Committee of larger commercial initiatives.

STRATEGIC FOCUS

With the new Intellectual Property Legislation approved during the year, the University's new strategic thrust and the emphasis for the University on third-stream income, as well as the importance of a well-structured Intellectual Property and Commercialisation Office has become extremely important. This has been included in key staff performance indicators to ensure that this office will underpin the strategy of the University.

PERFORMANCE

The Intellectual Property and Commercialisation Office attended to many new innovations directly related to research, which led to the registration of two new patents and three new commercial initiatives. The awareness of the existence of this office also increased the number of requests for assistance and ensured

the commercial viability of research projects. The major Photovoltaic project was further commercialised as a separately managed spin-off company and a joint venture was formed with a German technology company. Three other projects were initiated and are in the process of commercialisation.

The Intellectual Property and Commercialisation Office was involved in many commercial transactions for the University, of which the World Cup Accommodation project was a major initiative. Many other commercial projects, especially for sport, created financial benefits for the University.

CONCLUSION

In 2010, the Intellectual Property and Commercialisation Office consolidated its position within the University structures. The need for a definite distinction between the commercialisation of intellectual property (Technology Transfer Office) and the commercialisation of operational issues displays the need for new organisational and structural planning. The Intellectual Property and Commercialisation Office functioned well during the year.

FINANCIAL REVIEW

The 2010 financial year was expected to be very challenging. Very tight budgetary controls and tough economic conditions was some of the factors impacting on the financial results for the year. The financial principles adopted by UJ clearly state that the University will at all times endeavour to ensure a match between recurring expenses and recurring income and this assisted in managing the finances in the tough times. Non-recurring income is used to finance once-off capital expenditure and to enhance the overall sustainability of the university.

The budget process is strategically led whereby all departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University wide goals and what resources are required to achieve these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detail issues such as affordability of the budgeted requests and the process overall in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability) a budget proposal is made to the Management Executive Committee (MEC) for consideration. On recommendation by the MEC, the Finance Committee of Council will consider the suggested budget and recommend the final approval of the budget to the Council.

The budget philosophy of at least a budget operating break-even should be achieved within the next two years whilst the maintenance of a strong balance sheet is key to the financial sustainability of the University. As the University moves forward on the implementation of its 2020 Strategic Plan, it is clear that additional income generated from the strong balance sheet will remain very important in supporting future strategic initiatives.

Financial control involve monthly reporting to appropriate line managers, approval for all expenses as required by the Delegation of Authority Policy and budget control as exercised by relevant accountants in the various departments.

In 2009 the Annual Financial Statements were, for the first time, fully IFRS compliant. The 2010 Annual Financial Statements were also prepared to comply with IFRS, in future this will be the basis of preparation of the financial statements. The results show an operating surplus of R31million (2009: deficit of R2 m) but the total surplus, ignoring the pension surplus adjustment, fair value adjustment and after taking investment income into account, amounts to R233m (2009: R152 million). The main reasons for this pleasing outcome was a better than expected state subsidy income, increased enrolments resulting in higher fee income, higher income from donations and significant savings on key costs lines. A campaign to increase cost consciousness and improve cost efficiency has yielded substantial savings in expenditure.

Despite significant investments in our Soweto Campus and two additional student residences, which was completed during 2010, the positive market conditions and a better than budgeted operating outcome means that reserves have increased over the year. Reserves were positively impacted on by recovering equity markets as well as our ability to, in 2010, consistently outperform the risk adjusted benchmarks on all

our investment portfolios. Reserves consist of individual research reserves, departmental and faculty reserves, general university reserves, the fair value adjustment on investments, the reserves of the University Trust and funds managed on behalf of external parties (mostly bursary funds). The last large infrastructure project in order for the UJ to achieve its final Campus Programme Profile involves the Doornfontein consolidation project, an amount of at least R160m have been specifically earmarked for capital expenditure related to this project.

The UJ's financial position, as stated in the Statement of Financial Position, is reflecting the financial control measures implemented in 2010. The executive is convinced that, based on the financial position, the UJ is adequately funded and will be able to successfully execute its mandate in 2011 and beyond.



G.M.B. Coetzer (Ms)

Chairperson: Finance Committee of Council



Henk (J.H.) Kriek

Deputy Vice-Chancellor: Finance

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**STATEMENT OF RESPONSIBILITY
OF THE MEMBERS OF COUNCIL**

For the year ended 31 December 2010

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the financial statements of the University of Johannesburg. The auditors are responsible for reporting on the fair presentation of the financial statements.

The financial statements presented on pages 4 to 63 of this Annual Report for 2009 have been prepared in accordance with International Financial Reporting Standards, 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 financial statements.

The "going concern" basis has been adopted in the preparation of the financial statements. The Council has no reason to believe that the University of Johannesburg 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 financial statements.

The financial statements have been audited by PricewaterhouseCoopers Inc., who was 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 CONSOLIDATED FINANCIAL STATEMENTS

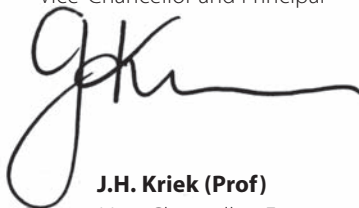
The consolidated financial statements on the following pages of the Annual Report were approved by the Council on 23 June 2011 and signed on its behalf by:



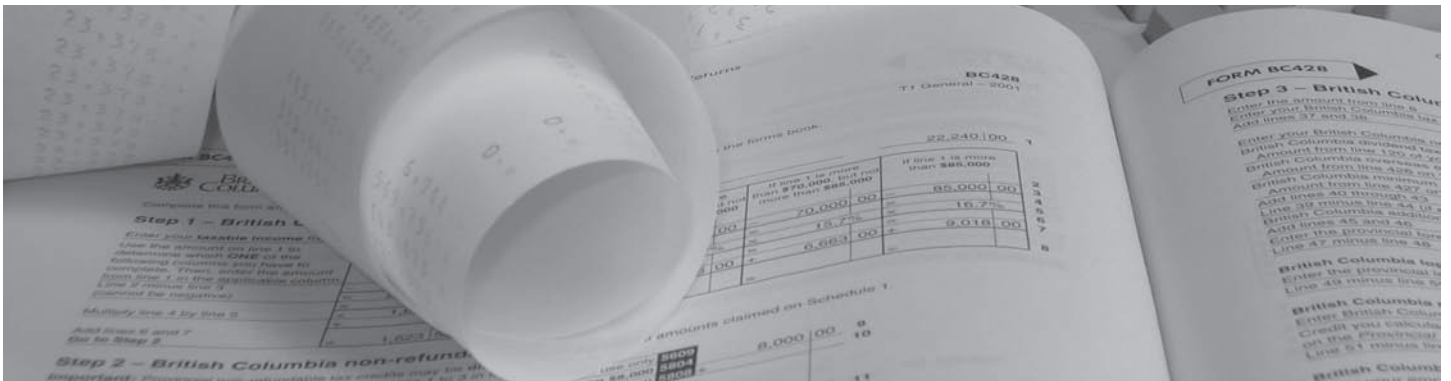
R. Marcus (Prof)
Chair of Council



I.L. Rensburg (Prof)
Vice-Chancellor and Principal



J.H. Kriek (Prof)
Deputy Vice-Chancellor: Finance



UNIVERSITY OF JOHANNESBURG

and its subsidiaries

ANNUAL FINANCIAL STATEMENTS

for the year ended 31 December 2010

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

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**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL
for the year ended 31 December 2010**

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the financial statements of the University of Johannesburg. The auditors are responsible for reporting on the fair presentation of the financial statements.

The financial statements presented on pages 4 to 61 of this Annual Report for 2010 have been prepared in accordance with International Financial Reporting Standards, 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 financial statements.

The “going concern” basis has been adopted in the preparation of the financial statements. The Council has no reason to believe that the University of Johannesburg 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 financial statements.

The financial statements have been audited by PricewaterhouseCoopers Inc., who was 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 CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on the following pages of the Annual Report were approved by the Council on 21 June 2011 and signed on its behalf by:



R. Marcus (Prof)
Chair of Council



I.L. Rensburg (Prof)
Vice-Chancellor and Principal



J.H. Kriek (Prof)
Deputy Vice-Chancellor: Finance

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

We have audited the group annual financial statements of the University of Johannesburg, which comprise the consolidated statement of financial position as at 31 December 2010, and the consolidated statement of comprehensive income, changes in equity and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 4 to 57.

Members of Councils' Responsibility for the Financial Statements

The University's members of Council are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting, and for such internal control as the members of Council determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the consolidated financial position of the University of Johannesburg as at 31 December 2010, and its consolidated financial performance and its consolidated cash flow for the year then ended in accordance with International Financial Reporting.

Other matter

The supplementary information set out on pages 58 to 62 does not form part of the annual financial statements and is presented as additional information. We have not audited these schedules and accordingly we do not express an opinion thereon.

PricewaterhouseCoopers Inc
Director: MSI Gani
Registered Auditor
Menlyn
xx June 2011

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2010**

	Notes	2010 R'000	2009 R'000 Restated	1 Jan 2009 R'000 Restated
ASSETS				
Non-current assets		3,776,269	3,199,592	2,625,784
Property and equipment	3	1,471,377	1,081,927	862,956
Intangible assets	4	7,396	9,635	14,831
Investment in joint venture	5.2	9,141	9,141	-
Available-for-sale financial assets	6	2,243,342	2,061,490	1,714,536
Defined benefit pension plan surplus	14	44,997	37,399	33,461
Non-current receivables		16	-	-
Current assets		409,827	606,273	554,812
Inventories	7	3,665	7,328	7,726
Receivables and prepayments	8	71,672	71,127	126,641
Students for fees		30,508	29,600	86,897
Other receivables		41,164	4,527	39,744
Cash and cash equivalents	9	334,490	527,818	420,445
		4,186,096	3,805,865	3,180,596
EQUITY AND LIABILITIES				
EQUITY				
Retained earnings		420,359	598,174	564,422
Other reserves		2,759,959	2,365,865	2,061,856
Total Equity		3,180,318	2,964,039	2,640,670
LIABILITIES				
Non-current liabilities		599,778	540,610	322,900
Borrowings	10	45,573	49,493	52,854
Government grant	11	391,000	340,000	130,000
Post-employment benefit obligations	14	163,205	151,117	140,046
Current liabilities		406,000	301,216	217,026
Trade payables, accruals and other liabilities	12	328,927	234,873	174,659
Student deposits received and income received in advance		75,723	65,418	41,856
Borrowings	10	1,350	925	511
Total Liabilities		1,005,778	841,826	539,926
		4,186,096	3,805,865	3,180,596

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2010**

	Notes	2010 R '000	2009 R '000
Revenue		1,945,526	1,702,095
State appropriations - subsidies and grants		1,016,126	898,011
Tuition and other fee income		875,305	767,848
Research income		54,095	36,236
Other operating income	16	179,486	210,541
Operating income		2,125,012	1,912,636
Personnel	13	(1,243,286)	(1,119,927)
Depreciation		(43,345)	(35,361)
Amortisation		(4,157)	(5,362)
Bursaries		(132,245)	(99,528)
Other operating expenses	15	(752,611)	(677,589)
Operating loss		(50,632)	(25,131)
Share of income from joint venue	5.2	-	13,272
Income from investments	17	282,706	161,953
Finance income	18	8,153	8,790
Finance costs	18	(6,306)	(6,658)
Surplus for the year		233,921	152,226
Other comprehensive income			
Fair value adjustments on available-for-sale financial assets	6	(12,823)	183,216
Actuarial gains and losses on defined benefit plans	14	(14,869)	(8,278)
Change in IAS 19.58(a) limit		10,050	(3,795)
Total comprehensive income for the year		216,279	323,369

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2010**

	Notes	Retained earnings	Available-for-sale reserve	Other reserves	Total
		R '000	R '000	R '000	R '000
Balance as at 01 January 2010		598,174	242,557	2,123,308	2,964,039
Surplus for the year		233,921	-	-	233,921
Other comprehensive income		(4,819)	(12,823)	-	(17,642)
Fair value movement		-	147,282	-	-
Fair value movement transfer on disposal of investments		-	(160,105)	-	-
Transfers		(406,917)	-	406,917	-
Balance as at 31 December 2010		420,359	229,734	2,530,225	3,180,318
Balance as at 01 January 2009 – as previously reported		655,821	59,341	2,016,907	2,732,069
Change in IAS 19.58(a) limit		(91,399)	-	-	(91,399)
Balance as at 1 January 2009 restated		564,422	59,341	2,016,907	2,640,670
Surplus for the year		152,226	-	-	152,226
Other comprehensive income		(12,073)	183,216	-	171,143
Fair value movement		-	216,988	-	-
Fair value movement transfer on disposal of investments		-	(33,772)	-	-
Transfers		(106,401)	-	106,401	-
Balance as at 31 December 2009		598,174	242,557	2,123,308	2,964,039

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended 31 December 2010**

	Notes	2010 R'000	2009 R'000
Cash flows from operating activities			
Cash generated from / (utilised in) operations	20	85,474	159,994
Finance cost	18	(6,306)	(6,658)
Finance income	18	8,153	8,790
Net cash generated from operating activities		87,321	162,126
Cash flows from investing activities			
Purchases of property, plant and equipment	3	(440,312)	(254,377)
Proceeds from sale of property, plant and equipment	20	27,928	3,674
Purchases of intangible assets	4	(1,952)	(177)
Investment in joint venture	5.2	-	(9,141)
Purchase of investments	6	(4,146,656)	(1,728,466)
Proceeds from sale of available-for-sale financial assets	6	4,112,344	1,598,500
Decrease in non-current receivables		(16)	-
Interest income	17	93,528	99,466
Dividends received	17	26,982	28,715
Net cash outflow from investing activities		(328,154)	(261,806)
Cash flow from financing activities			
Increase in government grant	11	51,000	210,000
Repayments of borrowings	10	(3,495)	(2,947)
Net cash inflow from financing activities		47,505	207,053
Net increase / (decrease) in cash and cash equivalents		(193,282)	107,373
Cash and cash equivalents at beginning of the year	9	527,818	420,445
Cash and cash equivalents at end of the year		334,490	527,818

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

1 General information

The consolidated financial statements were authorised for issue by the Council on 21 June 2011.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997) and is domiciled in South Africa.

2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

2.1 Basis of presentation

The consolidated financial statements of the University of Johannesburg have been prepared in accordance with International Financial Reporting Standards ("IFRS").

The financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 23.

AC 504 "The Limit On A Defined Benefit Asset, Minimum Funding Requirements And Their Interaction In The South African Pension Fund Environment" has been adopted in connection with the accounting for defined benefit pension plans which impacts on the asset ceiling of the plans. As a result of the above, the accounting deficit or surplus may be quite different from the statutory deficit or surplus. AC 504 focuses on the accounting deficit or surplus since this amount forms part of the net defined benefit liability/asset calculated in terms of paragraph 54 of IAS 19, Employee Benefits. The impact of the adoption of AC 504 is set out in Note 24. In accordance with the requirements of IAS 1 (revised), a balance sheet and related notes at the beginning of the comparative period have therefore been presented.

2.1.1 Changes in accounting policies and disclosures

- a) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

Standards and interpretations applicable to the University:

Improvements as part of the annual improvements process (effective date:
1 January 2010)

- IAS 7, Statement of Cash Flows
The amendment clarifies that only expenditures that result in the recognition of an asset in the statement of financial position can be classified as cash flows from investing activities. This has not had an impact on the University.
- IAS 18, Revenue
Guidance has been provided to assess whether, in an agency relationship, an entity is acting as an agent or principal. This has not had an impact on the University.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

Standards and interpretations not applicable to the University:

- IFRS 1, First time Adoption of International Financial Reporting Standards – Revised (effective date: 1 Jul 2009)
- Amendments to IFRS 2, Group cash-settled share-based payment transactions (effective date: 1 January 2010)
- IFRS 3, Business Combinations – Revised (effective date: 1 July 2009)
- IAS 27, Consolidated and Separate Financial Statements – Revised (effective date: 1 July 2009)
- Amendments to IAS 39, Financial Instruments: Recognition and Measurement Eligible Hedged Items (effective date: 1 July 2009)
- IFRIC 17, Distributions of Non-cash Assets to Owners (effective date: 1 July 2009)
- IFRIC 18, Transfers of assets from customers (effective date: 1 July 2009)
- Improvements as part of the annual improvements process (effective date: 1 January 2010)
 - IFRS 2, Share-based Payments
 - IFRS 5, Non-current Assets Held for Sale and Discontinued Operations
 - IFRS 8, Operating Segments
 - IAS 1, Presentation of Financial Statements
 - IAS 17, Leases
 - IAS 36, Impairment of Assets
 - IAS 38, Intangible Assets
 - IAS 39, Financial Instruments: Recognition and Measurement
 - IFRIC 9, Reassessment of Embedded Derivatives
 - IFRIC 16, Hedges of a Net Investment in a Foreign Operation
- b) IFRS, amendments and interpretations to IFRS issued but not yet effective for the year ended 31 December 2010:

The University will apply the standards and interpretations when they become effective, the impact of which is still in the process of being finalised by management.

Standards and interpretations applicable to the University:

- Amendment to IFRS 7, Disclosures – Transfer of financial assets (effective date: 1 July 2011)
- The amendments are intended to address concerns raised during the financial crisis by the G20, among others, that financial statements did not allow users to understand the ongoing risks the entity faced due to derecognised receivables and other financial assets. Management are still assessing the impact, if any, on the University.
- IFRS 9, Financial Instruments (effective date: 1 January 2013)
- This IFRS is part of the IASB's project to replace IAS 39. IFRS 9 addresses classification and measurement of financial assets and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value. Management are still assessing the impact on the University.
- Amendments to IFRIC 14, Pre-payments of a Minimum Funding Requirement (effective date: 1 January 2011)
- This amendment will have a limited impact as it applies only to entities that are required to make minimum funding contributions to a defined benefit pension plan. It removes an unintended consequence of IFRIC 14 related to voluntary pension prepayments when there is a minimum funding requirement. Management are still assessing the impact on the University.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

- Improvements as part of the annual improvements process (effective date: 1 January 2010)
 - IFRS 7, Financial Instruments: Disclosures
 - The amendment has sought to clarify the disclosures in a way that better enables users to evaluate an entity's exposure to risks. Management are still assessing the impact on the University.
 - IAS 1, Presentation of Financial Statements.
 - The amendment has sought to clarify the form and content of the statement of changes in equity. Management are still assessing the impact on the University.

Standards and interpretations not applicable to the University:

- Amendment to IFRS 1, Limited exemption from comparative IFRS 7 disclosures for first-time adopters (effective date: 1 July 2010)
- Amendments to IFRS1, First time adoption on hyperinflation and fixed dates (effective date: 1 July 2011)
- Amendment to IAS 12, Income taxes on deferred tax (effective date: 1 January 2012)
- Amendment to IAS 24, Related party disclosures (effective date: 1 January 2011)
- Amendments to IAS 32, Classification of rights issues (effective date: 1 February 2010)
- IFRIC 19, Extinguishing Financial Liabilities with Equity Instruments (effective date: 1 July 2011)
- Improvements as part of the annual improvements process (effective date: 1 January 2011)
 - IFRS 1, First-time Adoption of International Financial Reporting Standards
 - IFRS 3, Business Combinations
 - IAS 27, Consolidated and Separate Financial Statements
 - IAS 34, Interim Financial Reporting
 - IFRIC 13, Customer Loyalty Programmes

2.2 Consolidation

2.2.1 Subsidiaries

Subsidiary entities are all entities over which the University has the power, directly or indirectly, to exercise control. Control is the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. All subsidiaries are consolidated. Subsidiaries are consolidated with effect from the date on which effective control is transferred to the University and are no longer consolidated with effect from the date that control ceases.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the University. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any minority interest. The excess of the cost of acquisition over the fair value of the University's share of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the statement of comprehensive income.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

2.2 Consolidation (continued)

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

2.2.3 Joint Ventures

Joint Ventures are all entities over which the University has significant influence but not control. Investments in joint ventures are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in joint ventures includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its joint ventures' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

Unrealised gains on transactions between the University and its joint ventures are eliminated to the extent of the University's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the University.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - Restricted funds
 - Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

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:

- National Research Foundation and similar funds – restricted use
- Endowment funds – restricted use
- Bursaries and scholarship funds – restricted use
- Residences funds
- Funds attributable to fair value adjustments

- 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
 - Personal research funds
 - Departmental reserve funds
 - Departmental bursaries funds
 - Division reserve funds
 - Bursaries and scholarships
 - Maintenance of property, plant and equipment
 - Replacement of plant and equipment
 - Acquisition of library and art collections

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

2.3 Fund allocation (continued)

2.3.2 Available funds (continued)

a) Designated-use funds (continued)

- Committed funds
 - Capital projects
 - Future pension fund shortfalls

b) Undesignated-use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the institution.

2.4 Foreign currency translation

a) Functional and presentation currency

Items included in the 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 financial statements are presented in South African Rand („R") which is both the University's functional and presentation currency.

b) Transaction and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. 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 the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within „other operating expenses’.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

2.5 Property and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Library purchases are written off in the year of acquisition.

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:

Buildings	80 to 100 years
Lifts	40 years
Air conditioners and air-conditioner plants	10 years
Gas boilers	10 years
Electric generators	10 years
Furniture and equipment	10 years
Computer equipment	5 years
Vehicles	8 years
Network and mainframe computer equipment	4 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which they are incurred.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.5 Property and equipment (continued)

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit.

2.6 Intangible assets

a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of seven years.

2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation 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). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010

2.8 Financial assets

2.8.1 **Classification**

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

b) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios, with long-term growth as the main objective.

2.8.2 **Recognition and measurement**

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

The fair value of investments is based on quoted bid prices. When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the statement of comprehensive income within 'income from investments'.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the statement of comprehensive income as 'income from investments'.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010

2.8.3 Impairment of financial assets

(a) Assets carried at amortised cost

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a „loss event‘) and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) of the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset’s carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset’s original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision of impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the consolidated statement of comprehensive income.

(b) Assets classified as available-for-sale

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10% of the value of the investment over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

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2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.13 Current and deferred income tax

The charge for current tax, where applicable, is the amount of income taxes payable in respect of the taxable profit for the current period. It is calculated using rates that have been enacted or substantially enacted by the reporting date.

Deferred taxation is accounted for using the statement of financial position liability method in respect of temporary differences, arising from differences between the carrying amount of assets and liabilities in the financial statements and the corresponding taxation basis used in the computation of taxable income.

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2.14 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 is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; 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. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

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 does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of 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. 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.

In determining whether the University has access to a surplus on the plans the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

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2.14 Pension obligations (continued)

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 income, 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.

2.15 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.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand and Vista University. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement 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 at the time of the merger.

2.16 Revenue recognition

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 measureable until all contingencies relating to the activity have been resolved.

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2.16 Revenue recognition (continued)

2.16.1 Tuition and other fee income

Tuition fees are recognised in the period to which they relate and at the time that they are formally billed. The revenue is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits provided by prospective students are treated as current liabilities until the amount is billed as due.

2.16.2 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.

2.16.3 Research income

Revenue 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 thereafter are held in a reserve fund until the financial period in which the funds may be used.

2.16.4 Donations

Donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in „other operating income’ in the statement of comprehensive income.

2.16.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in „other operating income’ in the statement of comprehensive income.

2.16.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

2.16.7 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.

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.17 Accounting for leases

2.17.1 Operating lease

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

2.17.2 Finance lease

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

2.17.3 Government grants

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 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 deducted in calculating the carrying amount of the asset. The grant is carried as a liability in the statement of financial position 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. The grant is recognised in the statement of comprehensive income over the life of the related depreciable asset as a reduced depreciation expense.

2.18 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

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3 Property and equipment

	Vehicles	Network & Mainframes	Computer Hardware	Furniture & Fittings	Land & Buildings	Building Equipment	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2010							
Cost as at 1 January 2010	14,493	25,669	31,471	161,339	1,103,912	49,510	1,386,394
Additions during the year	3,110	3,557	5,231	37,342	382,931	8,141	440,312
Reclassifications	-	(885)	615	236	-	-	(34)
Disposals during the year	(121)	(10,575)	(9,555)	(13,304)	(3,121)	(18,717)	(55,393)
Cost as at 31 December 2010	17,482	17,766	27,762	185,613	1,483,722	38,934	1,771,279
Accumulated depreciation							
Accumulated depreciation as at 1 January 2010	(8,855)	(16,907)	(16,021)	(51,937)	(197,851)	(12,897)	(304,468)
Current year depreciation	(1,325)	(4,095)	(5,038)	(16,804)	(9,669)	(6,414)	(43,345)
Depreciation on disposal made during the year	23	10,575	9,524	13,187	899	13,703	47,911
Depreciation on reclassifications	-	265	(244)	(21)	-	-	-
Accumulated depreciation as at 31 December 2010	(10,157)	(10,162)	(11,779)	(55,575)	(206,621)	(5,608)	(299,902)
Nett carrying amount							
Cost as at 31 December 2010	17,482	17,766	27,762	185,613	1,483,722	38,934	1,771,279
Accumulated depreciation as at 31 December 2010	(10,157)	(10,162)	(11,779)	(55,575)	(206,621)	(5,608)	(299,902)
Net carrying amount as at 31 December 2010	7,325	7,604	15,983	130,038	1,277,101	33,326	1,471,377

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3 Property and equipment (continued)

	Vehicles	Network & Mainframes	Computer Hardware	Furniture & Fittings	Land & Buildings	Building Equipment	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2009							
Cost							
Cost as at 1 January 2009	13,283	18,943	24,598	122,762	940,478	15,628	1,135,692
Additions during the year	1,649	7,202	6,969	42,253	162,232	34,073	254,378
Reclassifications	-	(476)	-	(725)	1,201	-	-
Disposals during the year	(439)	-	(94)	(2,951)	-	(190)	(3,674)
Cost as at 31 December 2009	14,493	25,669	31,473	161,339	1,103,911	49,511	1,386,396
Accumulated depreciation							
Accumulated depreciation as at 1 January 2009	(8,236)	(12,795)	(11,579)	(42,404)	(187,986)	(9,736)	(272,736)
Current year depreciation	(1,059)	(4,230)	(4,519)	(12,219)	(10,172)	(3,161)	(35,362)
Depreciation on disposal made during the year	439	118	76	2,687	308	1	3,629
Accumulated depreciation as at 31 December 2009	(8,856)	(16,907)	(16,021)	(51,936)	(197,850)	(12,898)	(304,469)
Nett carrying amount							
Cost as at 31 December 2009	14,493	25,669	31,473	161,339	1,103,911	49,511	1,386,396
Accumulated depreciation as at 31 December 2009	(8,856)	(16,907)	(16,022)	(51,936)	(197,850)	(12,898)	(304,469)
Net carrying amount as at 31 December 2009	5,637	8,762	15,451	109,403	906,061	36,613	1,081,927

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4 Intangible assets

	Artwork	Computer Software	Total	Artwork	Computer Software	Total
	2010	2010	2010	2009	2009	2009
	R'000	R'000	R'000	R'000	R'000	R'000
Year ended 31 December						
Cost						
Opening cost	1,562	33,167	34,729	1,518	33,045	34,563
Additions	55	1,897	1,952	44	133	177
Disposal	(34)	(5,517)	(5,551)		(11)	(11)
Total cost	1,583	29,547	31,130	1,562	33,167	34,729
Amortisation						
Opening balance	-	(25,094)	(25,094)	-	(19,732)	(19,732)
Amortisation charge for the year	-	(4,157)	(4,157)	-	(5,362)	(5,362)
Amortisation on disposals		5,517	5,517			
Total accumulated amortisation	-	(23,734)	(23,734)	-	(25,094)	(25,094)
Nett carrying amount						
Cost as at 31 December	1,583	29,547	31,130	1,562	33,167	34,729
Accumulated depreciation as at 31 December	-	(23,734)	(23,734)	-	(25,094)	(25,094)
Net carrying amount as at 31 December	1,583	5,813	7,396	1,562	8,073	9,635

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5 Associates and joint ventures

5.1 Investment in associate

The investment in associate includes the University's 5% interest held in Qualification verification services (QVS) (formerly the South African Qualifications Authentication Authority (SAQAA)), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

	2010	2009
	R'000	R'000
Assets	93	115
Liabilities	139	115
Revenue	3	-
Loss for the year	(46)	(3)

The value of the University's investment in the QVS as at 31 December 2010 is Rnil. This is due to the fact that the University was awarded shares in QVS for no consideration. A purchase price allocation carried out in the prior year did not give rise to any fair values above the net asset value which was close to zero, nor does the University participate in the loss for the current year as reported by QVS.

5.2 Investment in joint venture

The investment in joint venture includes the University's 55% interest held in Photovoltaic Intellectual Property (Pty) Ltd (PTIP), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

	2010	2009
	R'000	R'000
Cost of investment – 1 January	9,141	-
Plus: share of associate's post tax income	-	13,272
Less: dividend distributions received	-	(4,131)
Plus/(minus) share of items recognised in other comprehensive income	-	-
Cost of investment – 31 December	<u>9,141</u>	<u>9,141</u>

The University's share of the results of the joint venture and its aggregate assets and liabilities is as follows:

Assets	24,406	17,499
Liabilities	26,192	8,358
Revenue	1,273	9,141
Loss for the year	2,092	13,272

The value of the University's investment in PTIP as at 31 December 2010 is R 7,990 (2009 : 9,141). A purchase price allocation carried out in the prior year did not give rise to any fair values above the net asset value which was close to zero.

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6 Available-for-sale financial assets

	Cost	Market Value	Cost	Market Value
	2010	2010	2009	2009
	R'000	R'000	R'000	R'000
Opening balance 1 January	1,818,933	2,061,490	1,655,192	1,714,536
Cost of additions during the year	4,146,656	4,146,074	1,728,469	1,728,466
Disposals during the year	(3,951,399)	(3,951,399)	(1,564,728)	(1,564,728)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(160,105)	-	(33,772)
Increase / (decrease) in market value recognised in other comprehensive income	-	147,282	-	216,988
	2,014,190	2,243,342	1,818,933	2,061,490

There was no impairment of available-for-sale financial assets in 2010 and 2009.

Available-for-sale financial assets include the following:

Government bonds and stocks	159,794	159,584	113,107	111,359
Listed - stocks and debentures	208,551	220,563	226,083	229,074
Listed - shares	1,172,621	1,392,979	990,701	1,226,782
Fixed deposits	130,315	127,164	206,294	200,551
Unlisted - shares	1,130	1,130	1,130	1,130
Other deposits	291,471	291,614	222,517	233,496
Other loans	23,353	23,353	6,292	6,292
Endowment policies	26,955	26,955	52,806	52,806
	2,014,190	2,243,342	1,818,930	2,061,490

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies, including discounted cash flow analysis, as at 31 December 2010. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rand (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale. None of these financial assets is either past due or impaired.

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7 Inventories

	2010 R'000	2009 R'000
Consumables at cost	3,665	3,494
Study material at cost	-	3,834
	<u>3,665</u>	<u>7,328</u>

The cost of inventories recognised as expense and included in „other operating expenses‘ amounted to 10,849 (2009: 8,978).

8 Receivables and prepayments

	2010 R'000	2009 R'000
Student receivables	112,208	88,403
Less: Provision for impairment	<u>(81,700)</u>	<u>(58,803)</u>
Student receivables - net carrying amount	30,508	29,600
Advances and pre-payments	8,487	15,011
Deposits	321	224
Staff loans	15	-
Staff receivables and advances	246	242
Value Added Tax	-	9,086
Other receivables - net carrying amount	25,543	10,424
Other receivables	27,744	11,774
Less: Provision for impairment	(2,201)	(1,350)
Interest and dividends receivables	<u>6,552</u>	<u>6,540</u>
	<u>71,672</u>	<u>71,127</u>

The fair values of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any collateral as security.

Refer to note 21.2 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.

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9 Cash and cash equivalents

	2010 R'000	2009 R'000
Call deposits, cash in the bank and cash on hand	81,847	84,712
Short term deposits	<u>252,643</u>	<u>443,106</u>
	<u>334,490</u>	<u>527,818</u>

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R).

The following cessions in favour of ABSA Bank are in place:

ABSA fixed deposit	110	110
ABSA fixed deposit	1,250	1,250
Erf 3, Uitsaaisentrum, IR Gauteng	5,000	5,000
Portion 684, Doornfontein, IR Transvaal	2,000	2,000
Erf 636, Doornfontein, IR Transvaal	2,000	2,000
Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal	2,280	2,280

10 Borrowings

Long-term borrowings	46,923	50,418
Current portion transferred to current liabilities	<u>(1,350)</u>	<u>(925)</u>
	<u>45,573</u>	<u>49,493</u>

a) <i>Government loans secured by increment guarantees</i> Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.	5,293	5,550
b) <i>Loans secured by Government guarantees</i> Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.	9,985	12,945
c) <i>Other secured loans</i> Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings (note 5).	31,645	31,923
	<u>46,923</u>	<u>50,418</u>

For a register of securities details can be obtained at the University's registered office.

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10 **Borrowings** (continued)

The exposure of the University's borrowings to interest rate changes and the contractual repricing dates at the reporting dates are as follows:

	2010	2009
	R'000	R'000
Up to 1 year	1,350	925
Between 1 and 2 years	1,054	1,350
Between 2 and 5 years	1,582	7,735
After 5 years	<u>42,937</u>	<u>40,408</u>
	46,923	50,418
Less: current portion	<u>(1,350)</u>	<u>(925)</u>
Less: term portion	<u>45,573</u>	<u>49,493</u>

The fair value is determined using a discounted cash flow analysis based on market observable inputs. The majority of the loans carry variable interest rates which are considered to be market related.

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

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11 Government grant

The Minister of Education has approved student enrolment plans for all higher education institutions for the period up to 2010. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	2010 R'000	2009 R'000
Opening balance as at 1 January	340,000	130,000
Grant received during the year for the Doornfontein Campus	51 000	210,000
	<u>391,000</u>	<u>340,000</u>

12 Trade payables, accruals and other liabilities

Trade payables	187,776	109,449
Accruals	55,034	42,248
Leave pay accrual	64,366	64,133
Bonus accrual	21,198	19,043
Value Added Tax	553	-
	<u>328,927</u>	<u>234,873</u>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

13 Personnel costs

Academic professional	599,907	551,963
Other personnel	529,557	476,893
Pension costs – defined benefit	73,716	65,760
Pension costs – defined contribution	11,879	12,192
Other post-retirement	28,227	13,119
	<u>1,243,286</u>	<u>1,119,927</u>

Average number of persons in service at the University of Johannesburg during the year:

- Full time	2,892	2,605
- Part time	2,249	2,829

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14 Post-employment benefits

	2010 R'000	2009 R'000
Post-retirement medical benefits (note 14.1)	155,348	140,309
NTRF pension fund obligation (note 14.2.1)	7,857	10,808
	<u>163,205</u>	<u>151,117</u>
UJ pension fund surplus (Note 14.2.1)	44,997	37,399

14.1 Post-retirement medical benefits

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement of 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 2010.

	2010 R'000	2009 R'000
Present value of the obligation	155,348	140,309
	<u>155,348</u>	<u>140,309</u>

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	140,309	127,172
Current service cost	4,476	4,303
Interest cost	12,738	10,304
Benefit paid	(5,208)	(4,566)
Net actuarial gains recognised in other comprehensive income	3,033	3,096
Present value of obligation: end of year	<u>155,348</u>	<u>140,309</u>

Reconciliation of amounts recognised in the statement of comprehensive income:

Current service cost	4,476	4,303
Interest cost	12,738	10,304
Annual expense	17,214	14,607

Active members (in service)	411	447
Continuation members	233	233
	<u>644</u>	<u>680</u>

In the estimating the unfunded liability for post-employment medical care, the following assumptions are made:

Effective date of assumptions	31 Dec 2010	31 Dec 2009
Post retirement plan		
Discount rate	8.50%	9,25%
Health care cost inflation	7.25%	8,25%
Continuation of membership	100%	100%
Normal retirement age	65Yrs	65 yrs
Expected retirement age	65Yrs	63.5 yrs

14.2 Pension obligations

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary as defined and is funded. 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 2010. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

The University withdrew from the National Tertiary Retirement Fund ('NTRF') with effect from 30 June 2008. The members that form part of this fund are to be transferred to the UJ defined benefit pension plan under a Section 14 transfer which is governed by the Pension Funds Act (Act 24 of 1956). As at 31 December 2010, this transfer had not yet taken place.

In the prior year, the NTRF won the high court case and the rule amendment was registered resulting in pre-funding amounts being released as a surplus in the NTRF. The Trustees of the NTRF subsequently allocated the pre-funding amounts to the employers and the members with the pre-funding amount being taken into account for the first time in arriving at the defined benefit obligation as at 31 December 2009.

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14.2 Pension obligations

	2010 NTRF R'000	2009 NTRF R'000
<i>Balance at end of the year</i>		
Present value of the obligation	(7,857)	(10,808)
Fair value of plan assets	-	-
Defined benefit obligation at 31 December	<u>(7,857)</u>	<u>(10,808)</u>
<i>Reconciliation of the movement in the defined benefit obligation:</i>		
Present value of obligation: beginning of the year	(10,808)	(12,874)
IAS 19.58(a) limited removed	-	12,366
Contributions paid	-	-
Current service cost	(513)	(669)
Interest cost	(1,017)	(1,185)
Expected return on plan assets	-	-
Net actuarial gains/(losses) recognised in other comprehensive income	4,481	(8,446)
Balance at year end	<u><u>(7,857)</u></u>	<u><u>(10,808)</u></u>
<i>Reconciliation of amounts recognised in the statement of comprehensive income:</i>		
Current service cost	513	669
Interest cost	1,017	1,185
Expected return	-	-
	<u>1,530</u>	<u>1,854</u>
Number of members	126	135
<i>The principal assumptions used for accounting purposes were as follows:</i>		
General inflation rate	5.60%	5.80%
Discount rate	8.50%	9.20%
Expected return on investment	9.60%	9.20%
Salary inflation	6.6% plus merit	8.80%

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14.2.1 Pension obligations (continued)

	Restated 2010 UJ Pension Fund R'000	Restated 2009 UJ Pension Fund R'000	Restated Opening 2009 UJ Pension Fund R'000
Balance at end of the year			
Present value of the obligation	(483,133)	(426,980)	(399,373)
Fair value of plan assets	613,274	559,573	524,233
Unrecognised surplus due to IAS 19(a) limit	(85,144)	(95,194)	(91,399)
Defined benefit surplus at 31 December	<u>44,997</u>	<u>37,399</u>	<u>33,461</u>
Reconciliation of the movement in the defined benefit surplus:			
Present value of surplus beginning of the year	37,399	33,461	183,240
Change in IAS 19.58(a) limit	10,050	(3,795)	(91,399)
Contributions paid	5,757	6,448	5,856
Current service cost	(7,433)	(8,518)	(7,772)
Interest cost	(37,824)	(27,943)	(30,607)
Expected return on plan assets	53,365	40,674	52,354
Net actuarial losses recognised in other comprehensive income	(16,317)	(2,928)	(78,211)
Balance at year end	<u>44,997</u>	<u>37,399</u>	<u>33,461</u>
Reconciliation of the movement in the plan assets			
Fair Value of assets as at 1 January	559,573	524,233	
Expected return	53,365	40,674	
Contributions	9,046	10,057	
Benefits Paid	-39,836	-42,284	
Actuarial gain on assets	31,126	26,893	
Fair Value of assets as at 31 December	<u>613,274</u>	<u>559,573</u>	
Type of assets held:			
AIMS	305,144	269,394	
Allan Gray Life Global Balanced	149,834	139,308	
Sanlam Focus	31,854	30,308	
Sanlam Managed	163,061	144,062	
Coronation	281,844	249,976	
Old Mutual Core Growth	61,777	77,399	
Closing balance	<u>993,515</u>	<u>910,448</u>	
Defined contribution liability	-373,405	-347,085	
Net current assets	-6,835	-3,790	
Asset value	<u>613,274</u>	<u>559,573</u>	

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14.2.1 Pension obligations (continued)

	Restated 2010 UJ Pension Fund R'000	Restated 2009 UJ Pension Fund R'000	Restated Opening 2009 UJ Pension Fund R'000
<i>Reconciliation of amounts recognised in the statement of comprehensive income as part of profit & loss:</i>			
Current service cost	7,433	8,518	7,772
Interest cost	37,824	27,943	30,607
Expected return	(53,365)	(40,674)	(52,354)
	<u>(8,108)</u>	<u>(4,213)</u>	<u>(13,975)</u>
Number of members	235	235	
<i>Reconciliation of amounts recognised in statement of comprehensive income as part of profit & loss</i>			
Net actuarial losses recognised	(16,317)	(2,928)	(78,211)
Change in IAS 19.58(a) limit	10,050	(3,795)	(91,399)
	6,627	(6,723)	169,610
The principal assumptions used for accounting purposes were as follows:			
General inflation rate	5.60%	5.80%	4.00%
Discount rate	8.50%	9.20%	7.30%
Expected return on investment	9.60%	9.80%	8.00%
Salary inflation	6.6%plus merit	6.8% plus merit	5% plus merit

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15 Other operating expenses

The following items are included in 'other operating expenses', among other items:

	2010	2009
	R'000	R'000
Repair and maintenance expenses	71,454	81,799
Non-capitalisable assets	48,831	36,487
Expenses relating to library book acquisitions written off	40,326	35,399
Operating leases		
- Equipment and vehicles	24,829	11,076
Auditors remuneration	6,390	7,960
- external audit	3,659	3,560
- internal audit	2,222	2,241
- non-audit services	509	2,159
Unrecoverable debts/amounts written off	24,123	19,006
Foreign exchange losses/(gains)	3,197	(2,039)
Cleaning	41,014	33,786
Consulting and contract costs	37,913	47,036
Data Lines	8,364	8,752
Entertainment	24,663	26,068
Hire/Rental	18,487	17,740
Insurance	6,773	5,289
Municipal rates and taxes	55,314	54,652
Printing	41,038	39,168
Security	27,822	23,230
Software licenses	18,428	17,024
Stationary	6,665	9,897
Student and staff development	11,149	15,522
Teaching and lab consumables	18,772	20,434
Telephone and fax	5,922	8,336
Advertising and marketing	23,430	20,950
Consumables – support services	1,615	1,412

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16 Other operating income

The following items are included in „other operating income’ among other items:

	2010 R’000	2009 R’000
Donations	95,673	63,793
Public sales and services	26,762	15,861
Profit on disposal of property, plant and equipment	20,446	3,629
Hire out of facilities	9,553	12,861
Sundry income	8,134	40,475
Skills development income	6,378	5,979
Events/entrance fees	2,502	4,052
Project income	-	53,929
17 Income from investments		
Dividend income on available-for-sale financial assets	26,982	28,715
Interest income	93,528	99,466
Profit on the sale of securities	187,402	52,888
Loss on sale of securities	(24,055)	(19,116)
Other	(1,151)	-
	<u>282,706</u>	<u>161,953</u>
18 Finance income and finance costs		
Finance cost		
- borrowings	(6,306)	(6,658)
Finance income		
- students for fees	5,997	5,193
- current accounts	2,156	3,597
	<u>8,153</u>	<u>8,790</u>

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19 **Commitments and contingent liabilities**

	2010 R'000	2009 R'000
19.1 Commitments		
<i>Commitments – approved, not contracted for</i>	78,144	66,000
<p>This represents capital expenditure budgeted for at reporting date, but not yet recognised in the financial statements. This expenditure will be financed from designated funds.</p>		
<i>Bank guarantees</i>		
SA Post Office	250	250
Van Graan & Associates	301	301
City Power of Johannesburg	110	110
Johannesburg City Council	174	174
Eskom Holdings Limited	174	174
ABSA Bank Limited	1,250	1,250

Operating leases

Certain of the University's desktop computers are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	17,869	18,029
Lease amounts payable within one year to five years	<u>10,513</u>	<u>11,053</u>
Total operating lease amounts payable	<u>28,382</u>	<u>29,082</u>

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20 Cash generated from operations

	2010 R'000	2009 R'000
Surplus for the year	233,921	152,226
Adjustments for:		
– Increase in bad debt provision	24,123	-
– Depreciation (note 3)	43,345	35,361
– Amortisation (note 4)	4,157	5,362
– Profit on disposal of property, plant and equipment	(20,446)	(3,629)
– Loss on disposal of intangible assets	34	-
– Share of income from joint venture (note 5.2)	1,515	(13,272)
– Finance income (note 18)	(8,153)	(8,790)
– Interest income on investments (note 17)	(93,528)	(99,466)
– Finance cost (note 18)	6,306	6,658
– Dividends received (note 17)	(26,982)	(28,715)
– Profit on sale of shares (note 17)	(160,105)	(33,772)
– Current service cost (note 14)	3,470	13,490
– Interest cost (note 14)	26,103	39,432
– Expected return on plan assets (note 14)	(53,365)	(40,674)
– IAS 19.58(a) limited removed (note 14)	(10,050)	(12,366)
– Inventory expensed in cost of sales (note 7)	10,849	8,977
– Foreign exchange losses on operating activities	(3,197)	(1,269)
– Operating leases - straight-line adjustment	-	753
Changes in working capital:		
– receivables and prepayments	(545)	55,514
– trade payables, accruals and other liabilities	94,054	60,214
– student deposits and income received in advance	10,305	23,562
– inventory	3,663	398
	<u>85,474</u>	<u>159,994</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Net book amount (note 3)	7,482	45
Profit on disposal	20,446	3,629
Proceeds from disposal of property, plant and equipment	<u>27,928</u>	<u>3,674</u>

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21 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.

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.

21.1 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 6.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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21.1 **Market risk** (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 the five major South African commercial banks 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 9.

A 1% change in the interest rate could have a R2,526 million (2009: R4,431 million) interest income influence on an annual basis. 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 R2,526 million (2009: R 4,431 million).

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 6.

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21.1 **Market risk** (continued)

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 available-for-sale 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.

	2010 R'000	2009 R'000
Listed equities	1,392,979	1,226,782

For the year ended 31 December 2010, 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 non-current investment revaluation amount on the statement of financial position would be R139,3 million (2009: R122,7 million) 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.

21.2 **Credit risk**

Credit risk is the risk of financial loss to the University if a customer, student or counterparty 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, derivatives 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.

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21.2 **Credit risk** (continued)

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 20% of the available funds abroad.

All funds are invested with AAA rated financial institutions, or guaranteed by the government.

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. Creditworthiness 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.

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.

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21.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

Details of the student receivables as at 31 December are:

	2010 R'000	2009 R'000
Student receivables	112,208	88,403
- fully performing	-	-
- past due but not impaired (4 months overdue)	30,508	29,600
- impaired (more than 4 months overdue)	81,700	58,803
Less: Provision for impairment	(81,700)	(58,803)
Student receivables – net carrying amount	<u>30,508</u>	<u>29,600</u>

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 student or other 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 if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2010 are as follows:

	2010 R'000	2009 R'000
Other receivables	27,744	11,774
- fully performing	25,543	9,395
- past due but not impaired	-	1,029
- impaired	2,201	1,350
Less: Provision for impairment	(2,201)	(1,350)
Other receivables – net carrying amount	<u>25,543</u>	<u>10,424</u>

The movement in the University's provision for impairment in respect of student and other receivables during the year was as follows:

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

	2010 R'000	2009 R'000
Student receivables		
At 1 January	58,803	59,684
Provision for receivables impaired	32,777	17,663
Receivables written off during the year as uncollectable	<u>(9,880)</u>	<u>(18,544)</u>
At 31 December	<u>81,700</u>	<u>58,803</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2006	16	488
Handed over to collecting agencies – 2007	3	9,160
Handed over to collecting agencies – 2008	12,103	14,384
Handed over to collecting agencies – 2009	18,020	1,914
Handed over to collecting agencies – 2010	1,301	-
4 Months overdue	50,257	32,857
	81,700	58,803
Other receivables		
At 1 January	1,350	1,069
Provision for receivables impaired	1,101	562
Receivables written off during the year as uncollectable	<u>(250)</u>	<u>(281)</u>
At 31 December	<u>2,201</u>	<u>1,350</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2005/2006	-	145
Handed over to collecting agencies – 2007	-	245
Handed over to collecting agencies – 2008	190	213
Handed over to the collecting agencies – 2009	218	-
Handed over to the collecting agencies - 2010	693	-
Impaired as at reporting date	<u>1100</u>	<u>747</u>
	<u>2,201</u>	<u>1,350</u>

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of 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.

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

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. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

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 counterparty default rates.

	2010 R'000	2009 R'000
Trade receivables		
Counterparties without external credit rating:		
- <i>Current students which will register in 2010/2011.</i> These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2010/2011 registration period.	30,508	29,600
- <i>Interest and dividends receivable.</i> This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at AAA rated entities.	6,552	6,540
- <i>Other receivables</i>		
Group 1 *	25,543	9,395
Group 2*	-	1,029
	62,603	46,564
Cash and cash equivalents		
AAA Ratings:		
- <i>Prime South African Banks</i>	334,490	527,818
Available-for-sales financial assets		
AAA ratings:		
- <i>Government stocks and bonds</i>	159,584	111,359
- <i>Listed stocks and debentures</i>	220,564	229,074
- <i>Listed shares all top 40 companies</i>	1,392,979	1,226,782
- <i>Fixed and other deposits, prime South African Banks</i>	418,778	434,047
- <i>Endowment policies, top 40 South African insurance companies</i>	26,955	52,806
- <i>Unlisted shares</i>	1,130	1,130

*Group 1 – New customers (less than 2 months).

*Group 2 – Existing customers (more than 2 months, but not older than 3 months) with no defaults in the past.

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.3 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 borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. 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 analyse 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 R'000	Between 1 and 2 Years R'000	Between 2 and 5 Years R'000	Over 5 years R'000
31 December 2010				
Non-current borrowings	1,350	1,054	1,582	42,937
Accounts payable	242,810	-	-	-
31 December 2009				
Non-current borrowings	925	1,350	7,735	40,408
Accounts payable	151,697	-	-	-

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.4 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 budget funds.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.5 **Financial instruments by category**

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2010			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2,243,342	2,243,342
Trade and other receivables (excluding prepayments)	62,602	-	63,185
Cash and cash equivalents	334,490	-	334,490
			Financial liabilities at amortised cost
<i>Financial liabilities</i>			
Borrowings			45,573
Trade payables			242,810
Borrowings included in current liabilities			1,350

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.5 **Financial instruments by category** (continued)

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2009			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2,061,490	2,061,490
Trade and other receivables (excluding prepayments)	46,564	-	46,564
Cash and cash equivalents	527,818	-	527,818
			Financial liabilities at amortised cost
<i>Financial liabilities</i>			
Borrowings			49,493
Trade payables			151,697
Borrowings included in current liabilities			925

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

21.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value 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).

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2010:

	Level 1	Level 2	Total
Available-for-sale financial assets			
- listed shares	1,392,979	-	1,392,979
- listed stocks and debentures	220,563	-	220,563
- government stocks and bonds	159,584	-	159,584
- fixed deposits	-	127,164	127,164
- unlisted shares	-	1,130	1,130
- other deposits and loans	-	314,967	314,967
- endowment policies	-	26,955	26,955
	<u>1,773,126</u>	<u>470,216</u>	<u>2,243,342</u>

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2009:

	Level 1	Level 2	Total
Available-for-sale financial assets			
- listed shares	1,226,782	-	1,226,782
- listed stocks and debentures	229,074	-	229,074
- government stocks and bonds	111,359	-	111,359
- fixed deposits	-	200,551	200,551
- unlisted shares	-	1,130	1,130
- other deposits and loans	-	239,788	239,788
- endowment policies	-	52,806	52,806
	<u>1,567,215</u>	<u>494,275</u>	<u>2,061,490</u>

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet 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 bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques 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.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

22 Related party transactions

22.1 Key management personnel

The following are considered to be related parties to the University:

- University Council members
- Management comprises the members of the Management Executive Committee, Executive Deans of faculties, Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	Members of Council R'000	Management R'000	2010 R'000	2009 R'000
Salaries and other short-term employee benefits	333	48,667	49 000	42 850

22.2 Payment to members of the 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	Reimbursements of expenses – aggregate paid R'000
Chair of Council	1	53	-
Chairs of committees	4	118	7
Members of Council	11	162	4

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

22 **Related party transactions** (continued)

22.3 **Related parties**

The University of Johannesburg controls or owns 100% of the shares of the following companies:

- Million Up Trading (Pty) Ltd
- TWR Business Enterprises (Pty) Ltd
- ARSA (Pty) Ltd

The University of Johannesburg is the sole beneficiary of the following Trusts:

- UJ Trust
- TWR Trust
- STH Foundation Trust

The University of Johannesburg has a 55% investment in the following joint venture:

- Photovoltaic Intellectual Property (Pty) Ltd

The University of Johannesburg has a 5% investment in the following associate:

- South African Qualifications Authentication Authority (Pty) Ltd

22.4 **Transactions with related parties**

No transaction other than loans, lease of office and administration fees have taken place between the University of Johannesburg and its subsidiaries. All inter-group transactions were eliminated on consolidation.

No amounts were received / paid to the subsidiaries during the year.

The details of transactions with associates and joint ventures are detailed in note 5.

22.5 **Transactions with subsidiaries**

The loans are unsecured and bear no interest. There is no allowance for credit losses, nor any bad debt written off during the year, that relates to related parties.

23 **Critical accounting estimates and assumptions**

The University makes estimates and assumptions concerning the future. These estimates and judgments 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.

23.1 *Provision for impairment of trade receivables and student debtors*

A provision for impairment of trade receivables and student debtors is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor or student and default or delinquency in payments are considered indicators that the trade receivable is impaired. All amounts in respect of student fees outstanding from the previous year are provided for once student registration for the new academic year has taken place.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2010**

23.2 **Critical accounting estimates and assumptions** (continued)

23.2 *Provision for post-retirement medical aid liability*

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2010 are disclosed in note 14. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

23.3 *Depreciation of property, plant and equipment*

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

23.4 *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 group 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 14. Were the discount rate used to differ by 10% from management's estimates, the carrying amount of pension obligations would be an estimated Rx lower or Rx higher.

24 **SUMMARY OF RESTATEMENT**

As noted under the basis of preparation, AC 504 was applicable for the current financial period and required retrospective application. The effects of adopting AC 504 are summarised below:

	As previously reported Rm	Adjustment Rm	As reported Rm
Year ended 31 December 2009:			
Balance Sheet items:			
Defined benefit pension plan surplus	132,593	(95,194)	37,399
Other Comprehensive Income	(174,938)	3,795	(171,143)
Retained earnings	(655,821)	91,399	(564,422)
	As previously reported Rm	Adjustment Rm	As reported Rm
Year ended 31 December 2008:			
Balance Sheet items:			
Defined benefit pension plan surplus	124,860	(91,399)	33,461
Retained earnings	(655,821)	91,399	(564,422)

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2010**

Unaudited supplementary information

	2010 R'000	2009 R'000
ASSETS		
Non-current assets	3,861,413	3,294,786
Property, plant and equipment	1,471,377	1,081,927
Intangible assets	7,396	9,635
Investment in joint venture	9,141	9,141
Available-for-sale financial assets	2,243,342	2,061,490
Defined benefit pension plan assets	130,141	132,593
Non-current receivables	16	-
Current assets	409,827	606,273
Inventories	3,665	7,328
Receivables and repayments	71,672	71,127
- Students for fees	30,508	29,600
- Other receivables	41,164	41,527
Cash and cash equivalents	334,490	527,818
	<u>4,271,240</u>	<u>3,901,059</u>
EQUITY AND LIABILITIES EQUITY		
Non-distributable reserves	1,661,583	1,283,701
Funds invested in property, plant and equipment	1,431,850	1,041,144
Non-current investment revaluation	229,733	242,557
Reserve funds	1,603,879	1,775,532
<i>Restricted use funds</i>	650,976	625,577
Student residences funds	36,313	34,032
Trust/donor/bursary funds	614,663	591,545
<i>Unrestricted funds</i>	952,903	1,149,955
Designated/committed funds	447,400	456,587
Undesignated use funds	505,503	693,368
LIABILITIES	1,005,778	841,826
Non-current liabilities	599,778	540,610
Borrowings	45,573	49,493
Government grant	391,000	340,000
Post-employment benefit obligations	163,205	151,117
Current liabilities	406,000	301,216
Trade payables, accruals and other liabilities	307,729	215,209
Provisions	21,198	19,664
Student deposits received and income received in advance	75,723	65,418
Borrowings	1,350	925
	<u>4,271,240</u>	<u>3,901,059</u>

**UNIVERSITY OF JOHANNESBURG
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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2010**

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Consolidated 2010 R'000
2010					
Total income	2,172,944	140,624	2,313,568	74,878	2,388,446
Recurring items	2,150,030	140,624	2,290,654	74,878	2,365,532
State appropriations – subsidies and grants	1,016,126	-	1,016,126	-	1,016,126
Tuition and other fee income	802,219	3,703	805,922	69,382	875,304
Income from contracts	27,809	34,126	61,935	-	61,935
For research	21,033	33,061	54,094	-	54,094
For other activities	6,776	1,065	7,841	-	7,841
Sales of goods and services	53,028	7,635	60,663	1,790	62,453
Private gifts and grants	42,544	13,169	55,713	3,141	58,854
Sub-total	1,941,726	58,633	2,000,359	74,313	2,074,672
Income from investments	201,839	80,908	282,747	(40)	282,707
Finance income	6,465	1,083	7,548	605	8,153
Non-recurring items					
Profit/loss on disposal of PPE	22,914	-	22,914	-	22,914

**UNIVERSITY OF JOHANNESBURG
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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME - continued

for the year ended 31 December 2010

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Consolidated 2010 R'000
2010					
Total expenditure	1,961,535	120,392	2,081,927	72,598	2,154,525
Recurring items	1,915,166	118,943	2,034,109	71,585	2,105,694
Personnel	1,200,638	29,952	1,230,590	12,695	1,243,285
Academic professional	637,711	15,909	653,620	6,743	660,363
Other personnel	562,927	14,043	576,970	5,952	582,922
Other current operating expenses	584,787	37,799	622,586	53,773	676,359
Depreciation	39,662	3,081	42,743	603	43,346
Amortisation of software	4,151	-	4,151	3	4,154
Bursaries	84,136	48,108	132,244	-	132,244
Sub-total	1,913,374	118,940	2,032,314	67,074	2,099,388
Finance costs	1,792	3	1,795	4,511	6,306
Non-recurring items					
Other operating expenses					
Capital expenditure expensed	46,369	1,449	47,818	1,013	48,831
Nett surplus/(loss)	211,409	20,232	231,641	2,280	233,921

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2010**

Unaudited supplementary information

	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff Accommodation – restricted	Consolidated 2009
	R'000	R'000	R'000	R'000	R'000
2009					
Total income	1,847,802	182,082	2,029,884	66,767	2,096,651
Recurring items	1,844,128	182,082	2,026,210	66,767	2,092,977
State appropriations – subsidies and grants	898,011	-	898,011	-	898,011
Tuition and other fee income	705,148	1,926	707,074	60,774	767,848
Income from contracts	5,617	34,227	39,844	-	39,844
For research	2,054	34,182	36,236	-	36,236
For other activities	3,563	45	3,608	-	3,608
Sales of goods and services	95,831	51,177	147,008	2,882	149,890
Private gifts and grants	15,586	35,123	50,709	2,660	53,369
Sub-total	1,720,193	122,453	1,842,646	66,316	1,908,962
Income from investments	117,200	58,025	175,225	-	175,225
Finance income	6,735	1,604	8,339	451	8,790
Non-recurring items	3,674	-	3,674	-	3,674
Profit/loss on disposal of PPE	3,674	-	3,674	-	3,674

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2010

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Consolidated 2009 R'000
2009					
Total expenditure	1,735,772	129,942	1,865,714	78,711	1,944,425
Recurring items	1,702,168	128,046	1,830,214	77,724	1,907,938
Personnel	1,074,721	34,010	1,108,731	11,196	1,119,927
Academic professional	576,324	18,064	594,388	5,947	600,335
Other personnel	498,397	15,946	514,343	5,249	519,592
Other current operating expenses	537,109	48,303	585,412	55,690	641,102
Depreciation	25,796	2,943	28,739	6,622	35,361
Amortisation of software	5,362	-	5,362	-	5,362
Bursaries	56,738	42,790	99,528	-	99,528
Sub-total	1,699,726	128,046	1,827,772	73,508	1,901,280
Finance costs	2,442	-	2,442	4,216	6,658
Non-recurring items					
Other operating expenses	-	-	-	-	-
Capital expenditure expensed	33,604	1,896	35,500	987	36,487
Nett surplus/(loss)	112,030	52,140	164,170	(11,944)	152,226

REMUNERATION OF EXTERNAL MEMBERS OF COUNCIL

Table 64: Remuneration: external members of Council

	Q1	Q2	Q3	Q4	Total
	R	R	R	R	R
Mr F. Baleni	4 000	2 500	2 500	9 500	18 500
Ms G.M.B. Coetzer	9 500	9 000	-	6 500	25 000
Mr J. Dikgole	9 000	2 500	2 000	11 000	24 500
Mr C. Gebhardt	7 000	9 000	4 500	11 000	31 500
Mr B. Hoboyi	4 000	4 000	-	6 000	14 000
Dr S. Lushaba	4 000	2 000	2 000	2 000	10 000
Mr D.M. Manganye	4 000	4 000	4 000	6 000	18 000
Prof R. Marcus	8 000	18 500	10 500	16 000	53 000
Dr P. Mjwara	2 000	-	2 000	4 000	8 000
Amb N.J. Mxakato-Diseko	-	2 000	-	-	2 000
Mr J. Njeke	7 000	7 000	-	11 000	25 000
Ms K. Nyoka	-	2 000	2 000	-	4 000
Ms Z. Nzalo	2 000	2 000	-	4 000	8 000
Dr W. Rowland	6 000	4 000	2 000	6 000	18 000
Mr K. Sibiyi	4 000	6 000	8 000	8 000	26 000
Mrs J. Siwani	4 000	16 000	8 000	10 000	38 000
Ms K. Thoka	-	4 000	2 000	4 000	10 000
	74 500	94 500	49 500	115 000	333 500



UNIVERSITY
OF
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ANNEXURE ONE: INSTITUTIONAL SCORECARD

UJ : Pool Drivers 2010 Cycle (Measured to March 2011)

Updated 13 May 2011: Actuals to be approved by RemCo

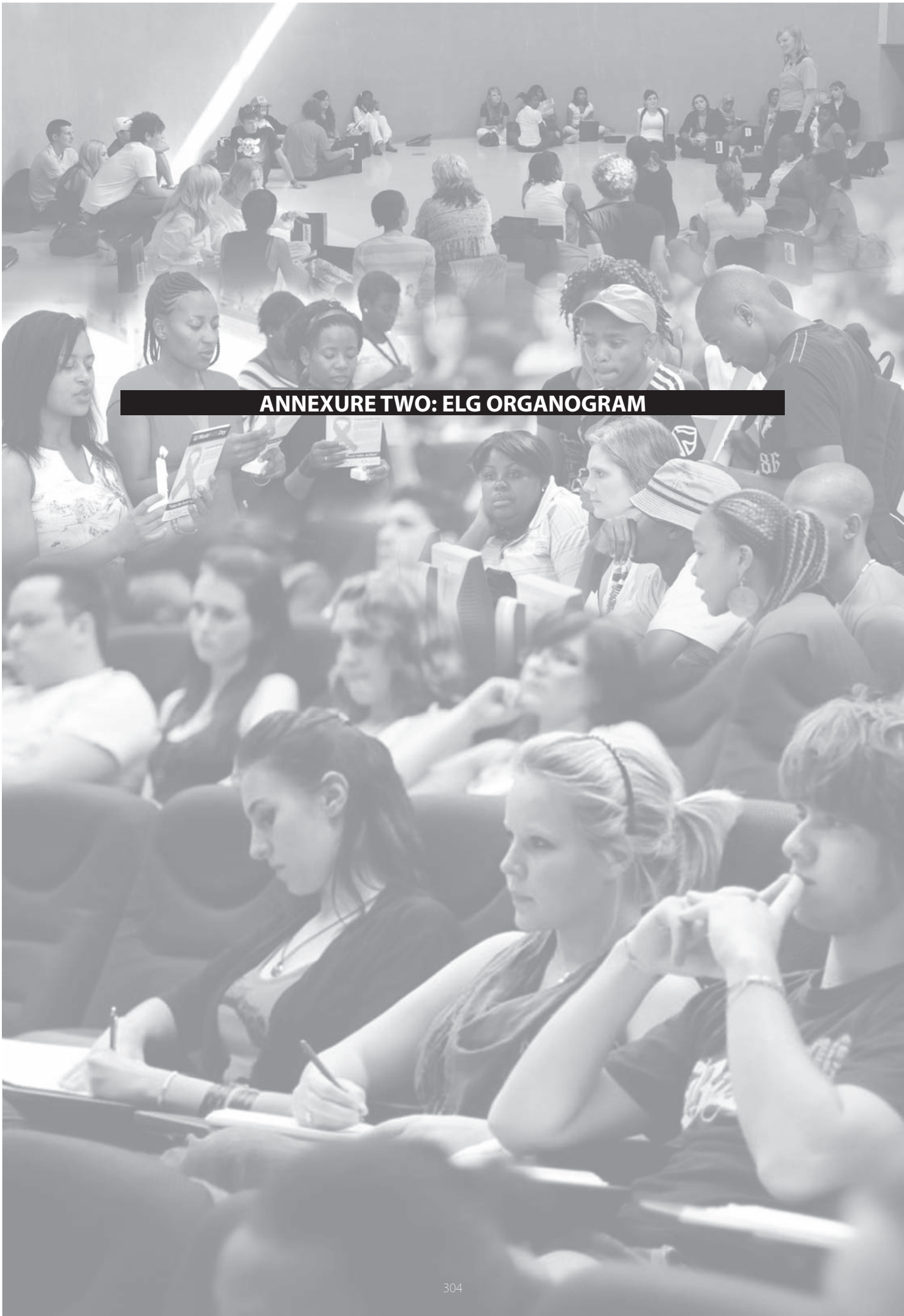
Note	Strategic Goals				Mar 2011				Mar-11		Score	
	Hard/Soft	Source	Wgt	Units	Floor	Target	Ceiling	Proj				
1	Teaching Effectiveness & Enrollment Mgmt											
1	Hard	Prof A Parekh	15%	%	7	8	10				8.8155556	
2	Hard	Prof A Parekh		No	47 500	48 400	49 000	48 276.00	77.70%	77.70%	10.0	
3	Hard	Prof A Habib		No	2 000	2 200	2 400	2 478.00			7.9	
4	Hard	Prof A Parekh		%	29.0%	30.0%	32.0%	29.40%			10.0	
2	Research Output & Research Profile											
5	Hard	Prof A Habib	15%	units	430	450	470	467			9.7	
6	Hard	Prof A Habib		%	50.0%	55.0%	60.0%	60.00%			10.0	
7	Hard	Prof A Habib		No	340	360	380	380			10.0	
3a	Finance (Sustainability)											
8	Hard	Prof H Kriek		R'm	-55	-40	-25	31			10.0	
3b	Resource Gen & Inst Efficiency, Effectiveness											
9	Hard	Prof H Kriek	15%	R'm	45.00%	46.00%	47.50%	46.20%			6.1916667	
10	Hard	Prof H Kriek		R'm	40.00	52.00	60.00	46.00			8.3	
11	Hard	Dr Njongwe/Prof H Kriek		No	7.00	8.00	10.00	9.00			7.5	
12	soft	Dr Z Njongwe		No	7.00	8.00	10.00	3.50			9.0	
4	Culture & Intellectual Capital											
13	Hard	Dr Z Njongwe	20%	%	28%	29%	31%	29.10%			8.7	
14	soft	Prof D van der Merwe		No	55%	60%	65%	60.00%			8.1	
15	Soft	Prof D van der Merwe		No							8.0	
16	Hard	Prof A Parekh		%	55%	65%	75%	84.00%			10.0	
5	Brand & Community Engagement											
17	Soft	Prof A Habib	10%	No	7.0	8.0	10	8			8.25	
18	Hard	Prof M Muller		No	15%	20%	25%	25.70%			8.0	
19	Soft	Prof D van der Merwe		No	7.00	8.00	10.00	7.00			10.0	
20	Soft	Prof Parekh		No	7.00	8.00	10.00	8.00			7.0	
6	Governance											
21	Soft	Prof M Muller	10%	No	7.0	8.0	10.0	8			8.3333333	
22	soft	Prof M Muller		No	7.0	8.0	10.0	9			8.0	
23	soft	Prof D van der Merwe		No	7.0	8.0	10.0	8			8.0	
Total Weight & Score										100%	111.42%	8.6335

May Calculation

- Pool percentage of 115.84% results in R5.812 m X 111.4% = R6.733m
- After eliminating those that scored less than 4 on PA, this rand amount drops to: R5.451m
- Adding R1m to the pool = R6.451m, and requires a Pool % of 137.09%
- Using this Pool %, results in the desired pool size (i.e. R1m added) for Allocation

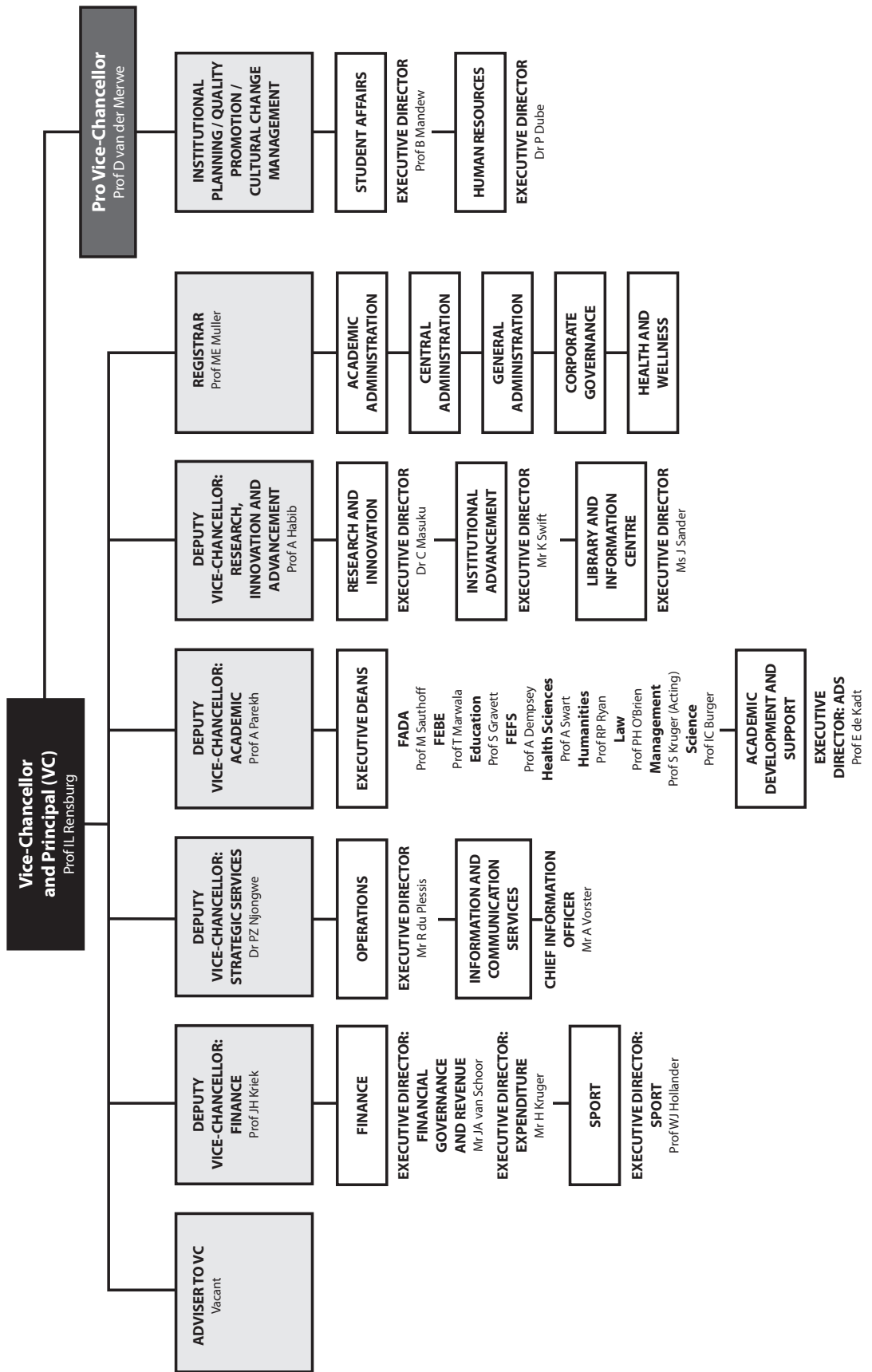
November Calculation

- Pool percentage of 111.4% results in R5.812 m X 111.4% = R6.475m
- After eliminating those that scored less than 4 on PA, this rand amount drops to: R5.244m
- Adding R1m to the pool = R6.244m, and requires a Pool % of 132.67%
- Using this Pool %, results in the desired pool size (i.e. R1m added) for Allocation



ANNEXURE TWO: ELG ORGANOGRAM

UNIVERSITY OF JOHANNESBURG: EXECUTIVE LEADER GROUP (ELG) – 2010





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REINVENT YOURSELF.



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