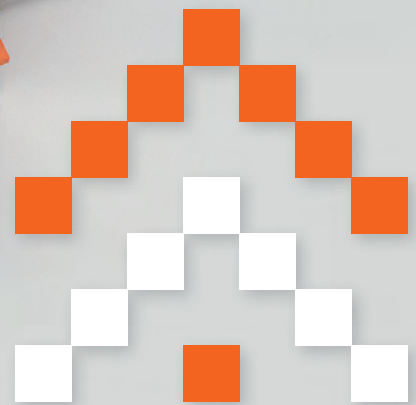




UNIVERSITY
OF
JOHANNESBURG

20/22

ANNUAL REPORT



The Future
Reimagined



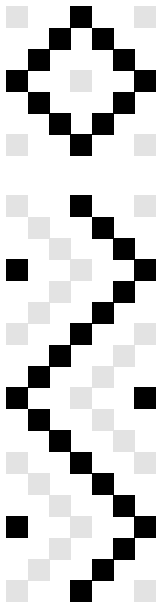
UNIVERSITY
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20/22 ANNUAL REPORT

**The Future
Reimagined**

Section ONE





Scope and Boundary of the Report and Report Content

OVERVIEW, SCOPE AND BOUNDARY OF THE REPORT

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

The Annual Report covers the period of 1 January 2022 to 31 December 2022 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

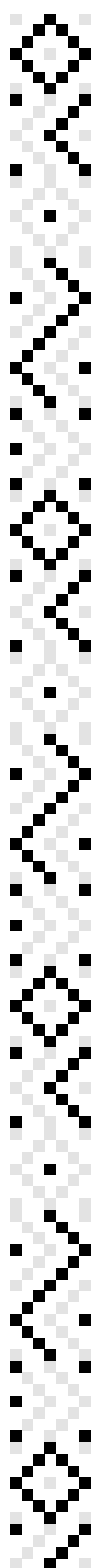
The report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the four campuses in Gauteng: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC), as well as by the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

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

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

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





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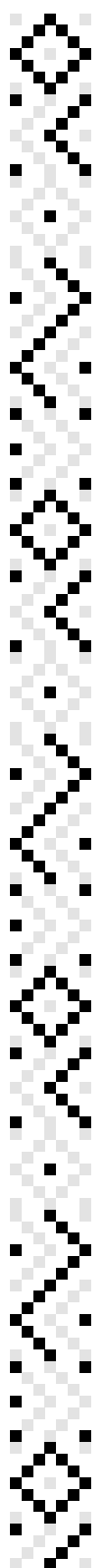
- Overview and risk management governance context
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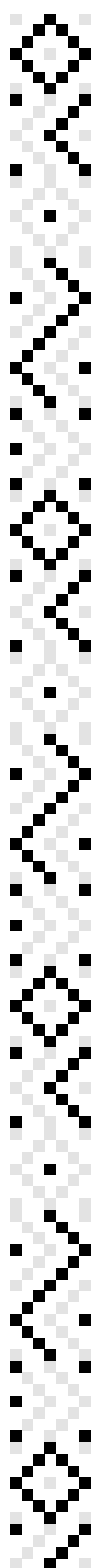
- Overview and strategic focus
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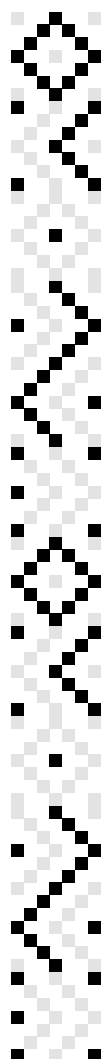
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ADDENDUMS

Bettine Jansen van Vuuren (Prof)
Registrar





LIST OF ACRONYMS AND INITIALISMS

2FA	Two-factor authentication
4IR	Fourth Industrial Revolution
AAMP	Accelerated Academic Mentorship Programme
ABASA	Association for the Advancement of Black Accountants of Southern Africa
ABLU	Annual Banking Law Update
Absa	Absa Group Limited, originally Amalgamated Banks of South Africa
ACDB	African Centre for DNA Barcoding
ACE	Africa Centre for Evidence
ACED	Academic Citizenship and Economic Development Centre
ACSSE	Academy of Computer Science and Software Engineering
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
ADI	Academic Development and Innovation
ADS	Academic Development and Support
AfCFTA	African Continental Free Trade Area
AGA(SA)	Associate General Accountant
AHPCSA	Allied Health Professionals Council of South Africa
AI	artificial intelligence
AICPA	American Institute of Certified Public Accountants
AIDS	Acquired Immune Deficiency Syndrome
AL	assistant lecturer
ALC	African Laser Centre
ALU	Academic Literacies Unit
AMCHES	Ali Mazrui Centre for Higher Education Studies
AP	Academic Partnerships
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APP	Annual Performance Plan
APS	Admission Point Score
APTS	Academic Programme Tracking System
ARCC	Audit and Risk Committee of Council
ARO	African Recycling Organisation
ARPL	Artisan Recognised Prior Learning
ART	antiretroviral treatment
ARWU	Academic Ranking of World Universities
ASJC	All Science Journal Classification

ASSAf	Academy of Science of South Africa
AU	African Union
AUP	agreed-upon procedures
AVE	advertising value equivalent
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
Bb	Blackboard
B-BBEE	broad-based black economic empowerment
BEd	Bachelor of Education
BGUR	Best Global Universities Rankings
BHS	Bachelor of Health Sciences
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BTech	Bachelor of Technology
c*change	Centre of Excellence in Catalysis
CA	Chartered Accountant
CAA	Central Academic Administration
CACS	Centre for Africa/China Studies
CADS	Centre for Data Science
CAGR	compound annual growth rate
CAGR	compound annual growth rate
CALS	Centre for Applied Legal Studies
CALT	Centre for African Languages Teaching
CAMPROSA	Campus Protection Society of Southern Africa
CANSA	Cancer Association of South Africa
CAPQP	Centre for Academic Planning and Quality Promotion
CASD	Centre for Academic Staff Development
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CAVARS	Culturally anchored virtual and augmented reality simulations
CAWE	Community, Adult and Worker Education
CBE	College of Business and Economics
CBL	Centre for Banking Law
CBO	community-based organisation
CBR	community-based research
CCC	COVID-19 Coordinating Committee

CCRED	Centre for Competition Regulation and Economic Development
CE	Community Engagement
CEAB	Community Engagement Advisory Board
CEI	Centre of Ecological Intelligence
CEP	Continuing Education Programme
CERT	Centre for Education Rights and Transformation
CESEA	Community Engagement Service Excellence Awards
CESM	Classification of Educational Subject Matter
CET	community education and training
CEU	Community Engagement Unit
CFA	Chartered Financial Analyst
CfAR	Centre for Anthropological Research
CfE	Centre for Entrepreneurship
CFMS	Computerised Facilities Management System
CGMA	Chartered Global Management Accountant
CGS	Critical University Studies
CHE	Council on Higher Education
CHET	Centre for Higher Education Transformation
CHIETA	Chemical Industries Education and Training Authority
CHP	combined heat and power
CI	Confucius Institute
CIC	Commercial Investment Committee
CICLASS	Centre for International Comparative Labour and Social Security Law
CID	City Improvement District
CIMA	Chartered Institute of Management Accountants
CIMERA	Centre of Excellence for Integrated Mineral and Energy Resource Analysis
CIS	Council of International Schools
CIS-EARCOS	Council of International Schools – East Asia Regional Council of Schools
CNSR	Centre for Nanomaterials Science
CO₂	carbon dioxide
COC	certificate of compliance
CoP	Community of Practice
COVID	Coronavirus disease
CPASD	Centre for Professional Academic Staff Development
CPD	continuous professional development
CPEMPH	Centre for Philosophy of Epidemiology, Medicine, and Public Health
CPIU	Qatar-South Africa Centre for Peace and Intercultural Understanding

CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities
CR	community research
CRE	Compliance, Risk and Enforcement
CRLA	College Reading and Learning Association
CSC	Centre for Social Change
CSDA	Centre for Social Development in Africa
CSHW	Centre for Student Health and Wellness
CSIR	Council for Scientific and Industrial Research
CSRC	Central Student Representative Council
CSRPA	Centre for Sociological Research and Practice
CSRPA	Centre for Sociological Research and Practice
CTS	Central Technical Services
CUT	Central University of Technology
CWTT	child wellbeing tracking tool
CWUR	Center for World University Rankings
DAPQPASD	Division of Academic Planning, Quality Promotion and Academic Staff Development
DBE	Department of Basic Education
DCE	Department of Childhood Education
DCES	Developmental, Capable and Ethical State
DELM	Department of Education Leadership and Management
DESIS	Design for Social Innovation and Sustainability
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
DHIS	District Health Information System
DIPEM	Division for Institutional Planning, Evaluation and Monitoring
DIRCO	Department of International Relations and Cooperation
DOE	Department of Education
DOH	Department of Health
DST	Department of Science and Technology
DST	Department of Science and Technology
DSW	Deutsches Studentenwerk
DTE	Division for Teaching Excellence
DTI	Department of Trade and Industry
DU	Disability Unit
DUT	Durban University of Technology
DVC	Deputy Vice-Chancellor

EAC	Enterprise Architecture Committee
EAF	Enterprise Architecture Forum
EAO	Economic Activation Office
EAP	economically active population
ECSA	Engineering Council of South Africa
ED	Executive Director
EDAF	Deans across Frontiers
EDHE	Entrepreneurship Development in Higher Education
EDRMS	Electronic Document and Records Management System
EDTP SETA	Education, Training and Development SETA
EFL	English for Law
EFMD	European Foundation for Management Development
EFMS	Electronic File Management System
ELG	Executive Leadership Group
EMC	Emergency Medical Care
EMS	emergency medical services
ER	Employment Relations
ESPC	Engineering Science Programme Committee
ETDP SETA	Education Training and Development SETA
EU	European Union
EWP	Employee Wellness Programme
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FASSET	Finance and Accounting Services Sector Education and Training Authority
FASU	Federation of Africa University Sport
FCC	Finance Committee of Council
FDI	Foreign Direct Investment
FEBE	Faculty of Engineering and the Built Environment
FELMC	Faculty of Education Leadership and Management Committee
FERL	Food Evolution Research Laboratory
FES	First Year Seminar
FET	Further Education and Training
FHDC	Faculty Higher Degrees Committee
FINEX	Financial Expenditure
FISU	International University Sports Federation
FLOAT	Faculty of Law Online Academic Tutor
FLP	Finance Leadership Program™

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

HELTASA	Higher Education Learning and Teaching Association of Southern Africa
HEMIS	Higher Education Management Information System
HEPSA	Higher Education Partners South Africa
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Qualification Sub-Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HIV	Human Immunodeficiency Virus
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of South Africa
HPV	Human Papilloma Virus
HR	human resources
HR&T	Human Resources and Transformation
HRA	health risk assessment
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HSRC	Human Sciences Research Council
HTC	Health Training Centre
HUMARE	Human-Material Relations
HVAC	heating, ventilation, and air conditioning system
HWSETA	Health and Welfare Sector Education and Training Authority
IABC	International Association for Business Communicators
IALS	International Association of Law Schools
IAS	Institute for Advanced Study
ICAS	Independent Counselling and Advisory Services
ICC	International Chamber of Commerce
ICCC	Investment and Commercialisation Committee of Council
ICPs	Intellectual Capital Platforms
ICS	Information Communication Systems
ICT	Information and Communication Technology
IDEP	Institute for Economic Development and Planning
IDP	Independent Development Plan
IDTT	Industrial Development Think Tank
IEASA	International Education Association of South Africa
IEDC	International Economic Development Council

IEE	Institute of Education
IEEE	Institute of Electrical and Electronics Engineers
IEG	Infrastructure Efficiency Grant
IF	Institutional Forum
IFK	Institute for the Future of Knowledge
IFRS	International Financial Reporting Standard
IGAA	Institute for Global African Affairs
IIS	Institute for Intelligent Systems
IMS	Information Management System
IOHA	Institutional Office for HIV and AIDS
IoT	Internet of Things
IP	intellectual property
IPATC	Institute for Pan-African Thought and Conversation
IPD	Initiative for Policy Dialogue
IRBA	Independent Regulatory Board for Auditors
IRMSA	Institute of Risk Management South Africa
ISEP	International Student Exchange Programme
ISEP	International Student Exchange Programme
ISO	International Organisation for Standardisation
ISSI	Integrated Student Success Initiative
IT	Information Technology
ITE	Initial teacher education
ITP	Institutional Transformation Plan
IWF	International Women's Forum
JBS	Johannesburg Business School
JBSCE	JBS Centre for Entrepreneurship
JCCI	Johannesburg Chamber of Commerce and Industry
JDA	Johannesburg Development Agency
JIAS	Johannesburg Institute for Advanced Study
JKU	Jomo Kenyatta University of Agriculture and Technology
JOC	Joint Operations Committee
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
KJB	Karlsruher Juristische Bibliographie
KMCPE	Karl Mittermaier Centre for the Study of Philosophy of Economics
KPA	key performance area
KPI	key performance indicator

LDU	Learning Development Unit
LES	Language for the Economic Sciences
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LIC	Library and Information Centre
LLM	Master of Law
LMS	Learning Management System
LRC	Laser Research Centre
LSS	Language and Skills for Science
MACE	Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MANCO	Management Committee
MAPS	Mastering Academic and Professional Skills
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECCC	Management Executive Committee: Commercialisation Committee
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MECRMC	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MFA	Multi-factor authentication
mHealth	mobile health
MIRS	Medical Imaging and Radiation Sciences
MIT	Massachusetts Institute of Technology
MMLT	Meerkat Mathematics Language Tees
MOA	memorandum of agreement
MOOC	massive online open courses
MOP	Medical operational plan
MOU	memorandum of understanding
MTEF	Medium-term Expenditure Framework
MVP	Mandatory Vaccination Policy
NATED	National Accredited Technical Education Diploma
NBV	net book value
NCD	non-communicable disease
NCPD	National Council of and for Persons with Disabilities
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers' Union

NEPAD	New Partnership for Africa's Development
NESP	Nurturing Emerging Scholars Programme
NESP	Nurturing Emerging Scholars Programme
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NICD	National Institute of Communicable Diseases
NIHSS	National Institute for the Humanities and Social Sciences
NIOH	National Institute for Occupational Health
NITheCS	National Institute for Theoretical and Computational Sciences
NMU	Nelson Mandela University
NPC	National Planning Commission
NPO	non-profit organisation
NRC	National Research Centre
NRF	National Research Foundation
NSC	National Senior Certificate
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
NSP	National Strategic Plan
NSTF	National Science and Technology Programme
NTU	Nanyang Technological University
NUMSA	National Union of Metalworkers in South Africa
NWU	North-West University
OAU	Organisation of African Unity
OECD	Organisation for Economic Cooperation and Development
OGC	Office of the General Counsel
OHNP	Occupational Health Nurse Practitioners
OHP	Occupational Health Practice
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act 85 of 1993
OJS	Open Journal System
OMP	Occupational Medical Practitioner
OO	organised outreach
op-ed	opinions and editorials page
OROSS	Online Research Output Submission System
OSD	Occupational Safety Department
OTACS	Online Temporary Appointment and Claims System
PASD	Professional Academic Staff Development

PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PEAR	Professional Evaluation and Research
PEERC	Public and Environmental Economics Research Centre
PEETS	Process, Energy and Environment Technology Station
PET	Politics, Economics and Technology
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PGDipHE	Postgraduate Diploma in Higher Education
PGS	Postgraduate School
PHC	Primary Healthcare
PHCNP	primary healthcare nurse practitioner
PHS	Primary Healthcare Service
PMI	Priority Module Index
PMS	Performance Management System
POPIA	Protection of Personal Information Act 4 of 2013
POSA	privately owned student accommodation
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resourcing Committee of Council
PrEP	pre-exposure prophylaxis
PSA	prostate cancer screening assay
PSET	post-school education and training
PsyCaD	Centre for Psychological Services and Career Development
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PwC	PricewaterhouseCoopers
PWD	People with Disabilities
PWG	Programme Working Group
PYES	Presidential Youth Employment Stimulus
QA	Quality assurance
QAP	Quality Assurance Framework
QCTO	Quality Council for Trades and Occupations
QK	Qoboza/Klaaste Building
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System

QVU	Qualification Verification Unit
RAU	Rand Afrikaans University
RC	Resolution Circle
RCD	Research Capacity Development
RCPILEC	Research Centre for Private International Law in Emerging Economies
REMCO	Remuneration Committee of Council
RFI	Request for information
RID	Reading in the Discipline
RMA	Risk Management and Assurance
RMC	Risk Management Committee
RMU	Records Management Unit
ROI	Return on investment
ROU	research output unit
RSB	risky student behaviour
SA	South Africa
SAASTA	South African Agency for Science and Technology
SABRIC	South African Banking Risk Information Centre
SABS	South African Bureau of Standards
SAC	Student Advisory Council
SACPCMP	South African Council for Project and Construction Management Professions
SACPLAN	South African Council for Planners
SACQSP	South African Council for the Quantity Surveying Profession
SADC	Southern African Development Communities
SAERA	South African Education Research Association
SAFC	Senate Academic Freedom Committee
SAGC	South African Geomatics Council
SAGEA	South African Graduate Employers Association
SAHECEF	South African Higher Education Community Engagement Forum
SAHPRA	South African Health Products Regulatory Authority
SAHRC	South African Human Rights Commission
SAICA	South African Institute of Chartered Accountants
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SAMT	Student Affairs Management Team
SANBS	South African National Blood Service
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence

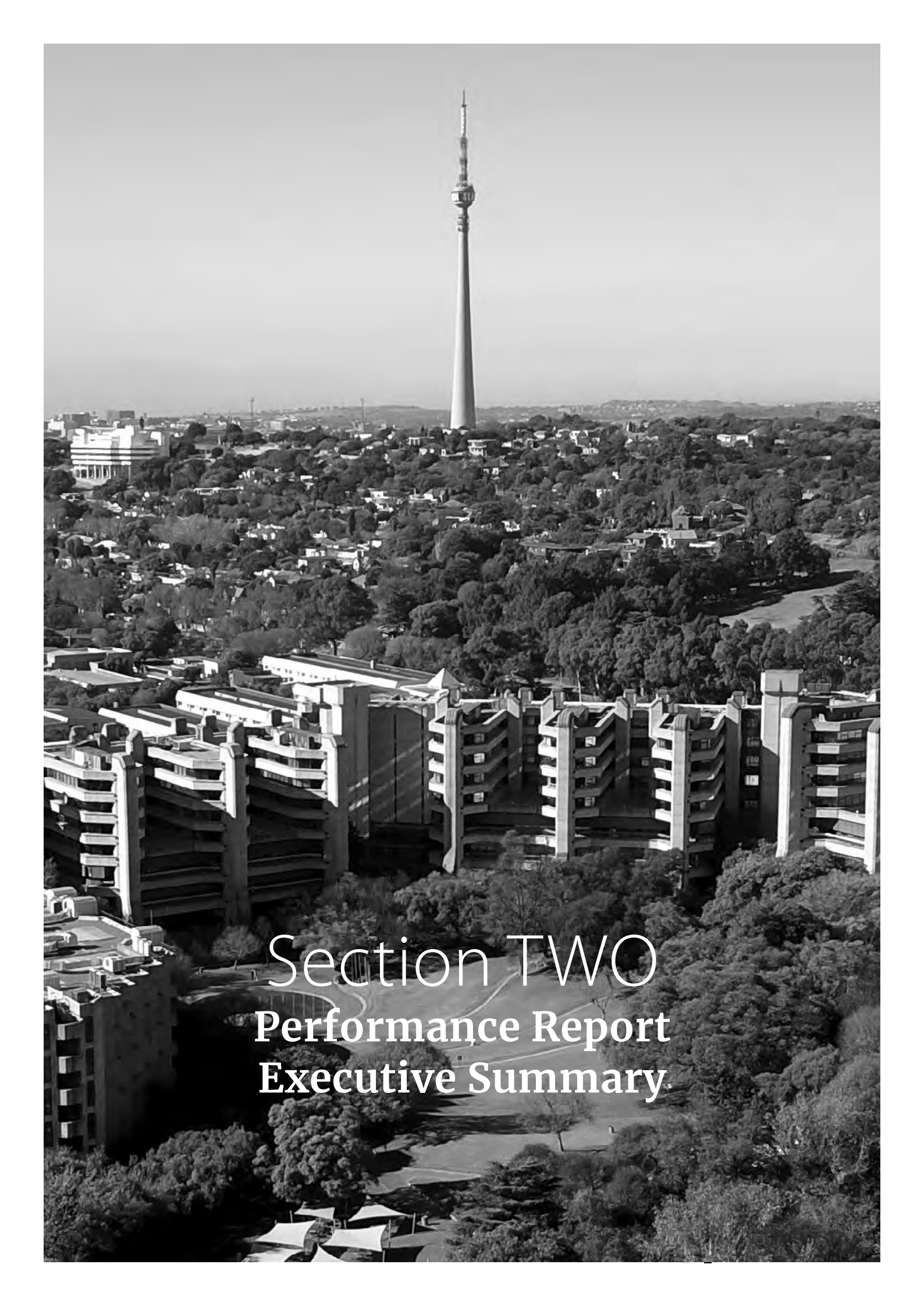
SANLiC	South African National Libraries and Information Consortium
SANRC	South African National Resource Centre
SAPS	South African Police Services
SAPSS	Submission of Assessment Papers Secured System
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SAQAN	South African Quality Assurance Network
SARChI	South African Research Chairs Initiative
SARL	Student Accommodation and Residence Life
SARS	South African Revenue Services
SASOHN	SA Society for Occupational Health Nursing Practitioners
SASOM	SA Society for Occupational Medicine
SASPEN	Southern African Social Protection Experts Network
SASSETA	Safety and Security Sector Education and Training Authority
SATLAB	Simulation Assessment Tool to Limit Assessor Bias
SAULT	Southern African Universities Learning and Teaching
SAWIL	South African Women in Leadership
SAWISA	South African Woman in Science Awards
SAYAS	South African Young Academy of Science
SCiIS	School of Consumer Intelligence and Information Systems
SDC	Student Disciplinary Committee
SDF	Strategic Development Framework
SDG	sustainable development goal
SED	Student Ethics and Discipline
SEIFSA	Steel and Industries Federation
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SFP	Special Financial Projects
SHDC	Senate Higher Degrees Committee
SHIP	Student Housing Implementation Plan
SIU	Special Investigating Unit
SL	service learning
SLA	service-level agreement
SLG	Student Life and Governance

SLP	short learning programme
SLPS	service-level performance score
SMME	small, medium and micro enterprises
SNGGT	SNGGrantThornton
SNIP	Source-normalised impact per paper
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SRC	Student Representative Council
SREC	Senate Research Ethics Committee
SRH	sexual reproductive health
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
SSGBV	social, sexual and gender-based violence
Statkon	Statistical Consultation Service
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SU	Stellenbosch University
SUNY	State University of New York
SWC	Soweto Campus
SWD	Students with Disabilities
SYE	Senior Year Experience
T&R	Treasury and Reporting
TAU	Teaching Advancement at Universities
TDG	Teaching Development Grant
TETA	Transport Education Training Authority
THE	Times Higher Education
THE EEUR	Times Higher Education Emerging Economies University Rankings
THE WUR	Times Higher Education World University Rankings
THE YUR	Times Higher Education Young University Rankings
TIA	Technology Innovation Agency
TICZA	Teacher Internship Collaboration South Africa
TIF	Teaching Innovation Fund
TMS	Time Management System
TOP	termination of pregnancy

TPAC	Teaching Portfolio Assessment Committee
TPC	Technology Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TTO	Technology Transfer Office
TUT	Tshwane University of Technology
TVET	Technical and Vocational Education and Training
TWAS	The World Academy of Science
TWR	Technikon Witwatersrand
U21	Universitas 21
UCDG	University Capacity Development Grant
UCDP	University Capacity Development Programme
UCT	University of Cape Town
UFS	University of the Free State
UFS	University of the Free State
UG	undergraduate
UI	User interface
UJ	University of Johannesburg
UJCI	UJ Confucius Institute
UJELP	University of Johannesburg English Learning Programme
UJICE	UJ Institute for Childhood Education
UJMA	University of Johannesburg Metropolitan Academy
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJ-SSC	UJ Soweto Science Centre
UJWICEEP	UJ Women in Community Engagement Empowerment Programme
UJWLDP	UJ Women Leadership Development Programme
UJYLDP	UJ Young Leaders Development Programme
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UMP	University of Mpumalanga
UN	United Nations
UNAM	University of Namibia
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNIDROIT	International Institute for the Unification of Private Law
Unisa	University of South Africa
UP	University of Pretoria
UPS	uninterruptible power supply

URAP	University Ranking by Academic Performance
URC	University Research Committee
US	University of Stellenbosch
USAf	Universities South Africa
USC	University of South Carolina
USSA	University Sport South Africa
UWC	University of the Western Cape
UWI	University of the West Indies
UX	user experience
VARSTEME	Virtual and Augmented Reality in Science, Technology, Engineering, and Mathematics Education
VARTEL	Virtual and Augmented Reality Technology-enhanced Learning
VAs	Visiting Academics
VERT	Virtual Environment for Radiotherapy Training
VIAD	Visual Identities in Art and Design
VR	virtual reality
VSE	very small enterprises
W&RLC	Wholesale and Retail Leadership Chair
W&RSETA	Wholesale & Retail Sector Education and Training Authority
WAF	Web Application Firewall
WHO	World Health Organization
WHRC	Water and Health Research Centre
WID	writing in the discipline
WIE	work-integrated education
WiEBE	Women in Engineering and the Built Environment
WIL	work-integrated learning
WISA	Women in Science Award
Wits	University of the Witwatersrand
WOMAD	World of Music, Arts and Dance
WOZA	Women in Law South Africa
WRC	Water Research Commission
WRHI	Wits Reproductive Health Institute
YDISA	Youth Development Institute of South Africa
YWSA	Young Women for STEM in Africa

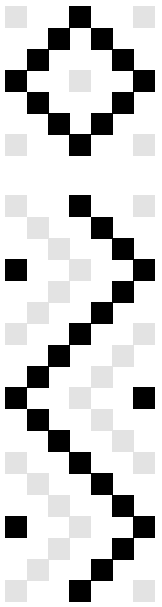


A black and white aerial photograph of a city. In the foreground, there are several large, modern residential buildings with multiple balconies. Behind them is a dense forest of trees. In the background, a tall, slender tower with a spherical observation deck at the top rises above the city skyline. The sky is clear and light-colored.

Section TWO

Performance Report

Executive Summary



Chairperson of Council Report

“In the midst of every crisis lies great opportunity.” The expression attributed to the theoretical physicist Albert Einstein serves as a pep talk when we are at our most despondent; that although we may lament the upheavals, disruptions and uncertainties that are invariably wrought by crises, such states of flux can be catalysts for innovation.

As we navigate a post-pandemic world, we are faced with a host of uncertainties. The pandemic represented a substantial setback across various global metrics, most notably the financial stability of global economies. Internationally, geopolitical challenges are impacting global supplies of commodities, while locally, South Africa grapples with failing infrastructure as well as water and electricity demands that exceed supply. Technology is advancing at an alarming pace. Humanity is exploring new frontiers in living and working approaches. The University of Johannesburg (UJ) has navigated the impact of these overarching global and local challenges alongside a shift in its leadership with admirable tenacity and resilience.

Despite its incalculable damage, COVID-19 has given meaning to the trite saying about necessity being the mother of invention. Since its inception, the University of Johannesburg has sought to position itself at the forefront of and as a leader in embracing the Fourth Industrial Revolution (4IR). In the intervening years, 4IR has gathered pace and is fundamentally redefining how we interact, coexist, transact, create, socialise, etc. More pertinently for UJ, the lessons gleaned from the carnage of COVID-19 have found traction and expression in how we conduct our core business of teaching and learning, and research.

In the wake of the pandemic, UJ has adopted a blended model of teaching and learning for most of its modules. This approach aligns with global best practices and aims to integrate 4IR into our teaching and learning architecture. It has been encouraging to note that many of the learning practices that emerged from remote teaching and learning at the height of extended COVID-19 lockdown periods have become the norm in current and future approaches. Our constant reference to our 4IR-centred strategy and viewing education and research through an innovative lens has ensured that, alongside the challenges, we have also seen successes.

As a testament to this, UJ has emerged as a leading institution in embracing and harnessing the systems and tools of 4IR in its teaching and learning, and research and knowledge production. The Global Excellence and Stature 4.0 (GES 4.0) Catalytic Project was instrumental in positioning UJ within the context of the changing social, political and economic fortunes of Africa, as a 4IR leader, and as a contributor in a multidisciplinary context of inputs and outputs. In tandem with the GES 4.0 initiative is UJ's Pan-African focus that aims to provide at least some answers to the challenges posed by 4IR. To this end, and based on the GES 4.0 Strategy and Business Plan approved by Council in 2018/2019, more than R564 million has been invested over five years in advancing teaching and learning activities (including the development of smart classroom environments), research (including R169 million to support postgraduate students and postdoctoral research fellowships), as well as infrastructure in the form of wall-to-wall Wi-Fi access across all campuses.



In our deliberate pivot towards impactful output and sustainability, we have sought to align our work with the United Nations' (UN) Sustainable Development Goals (SDGs). This approach has been articulated lucidly and in greater detail by our current Vice-Chancellor and Principal, Prof Lethlokwa Mpedi, in his vision of GES 4.0 for Societal Impact. The impact of this deliberate alignment has been tangible. For instance, in the *Times Higher Education (THE) Impact Rankings*, which focus on how well an institution performs in areas related to the SDGs, UJ was placed among the top 70 universities in the world in 2022, ranked second in Africa and first in South Africa. Furthermore, UJ ranked third in the world for its work on SDG 1: No Poverty, and eighth globally for its contribution to SDG 8: Decent Work and Economic Growth. These SDGs, in particular, speak to a strong societal impact and the upliftment of those communities and societies that UJ serves.

The financial year ending 31 December 2022 yielded an unqualified audit opinion under the guidance of the University leadership, the finance team, and the Financial and Sustainability Committee of Council. The University continually seeks opportunities to manage student debt, and we ensure that Council-controlled reserves continue to grow, as we believe this provides us with some sense of security from any unanticipated challenges that may arise in the future. UJ has also performed well across all key performance indicators (KPIs) in their alignment to the current Strategic Plan 2025 (for more details, see the Vice-Chancellor and Principal Report to Council), and has outperformed expectations in all but a few KPIs.

In the same vein that in every crisis lies the seed of opportunity, transitions – leveraged and managed responsibly – can be moments of abundant possibilities. During 2022, UJ witnessed several key changes in leadership positions. Dr Phumzile Mlambo-Ngcuka took over as Chancellor, replacing Prof Njabulo Ndebele, whose second five-year term as Chancellor ended on 30 September 2022. Dr Mlambo-Ngcuka was a member of the first democratically elected South African Parliament and remains the highest-ranking female political leader in the history of our country. She is also the former UN Under-Secretary-General and Executive Director of UN Women. Her appointment will strengthen and give impetus to UJ's drive towards sustainability and societal impact.

Mr Mike Teke's two terms as Chair of Council also came to an end, and I assumed this role as of January 2023. My background is in applied mathematics and electrical engineering, coupled with business administration and technology innovation. I believe this combination has prepared me to contribute tangibly to the upward trajectory of UJ.

Prof Tshilidzi Marwala, the VC during the reporting period, has since left UJ and taken up a position as Rector of the United Nations University in Tokyo, Japan. He has been replaced by Prof Lethlokwa Mpedi, who previously held positions as Deputy Vice-Chancellor: Academic, and Executive Dean of the Faculty of Law at UJ. Prof Mpedi is a labour law expert and holds qualifications from Oxford and Harvard. I believe that this incoming cohort of leaders, in addition to other significant changes in the Executive Leadership Group, will complement each other's individual skill sets and experience and work collaboratively with renewed vigour and single-minded purpose to drive UJ's upward trajectory and enhance the momentum of our impact.

As I evaluate the past year, I am enthused by UJ's successes as evidenced by quantifiable progress across all areas of our strategic thrusts. I mention particularly the University's climb in rankings to the second largest producer of knowledge in South Africa's higher education sector, its successful reinvention of teaching and learning, and the strengthening of its financial resource base.

The aim in 2023 is to enhance the teaching and learning and research momentum, while supporting students to complete their degrees in the minimum time required; to strengthen the foundation by building on our GES 4.0 and 4IR strategies; and to deepen societal impact. Under the leadership of Prof Mpedi (first as DVC: Academic, and now as Vice-Chancellor), the University has already initiated developing its next strategic plan with societal and technological impact underpinning teaching and learning, and research. It is worth noting that UJ has strong aspirations to establish a medical school to further serve society, with the full support of the UJ Council.

Building on previous successes and realising our aspirations will require tactful and deliberate management of the leadership transition. I envision a financially sustainable and agile UJ that is able to withstand local and global disruptions (including energy and water) in its focused pursuit of global excellence in teaching and

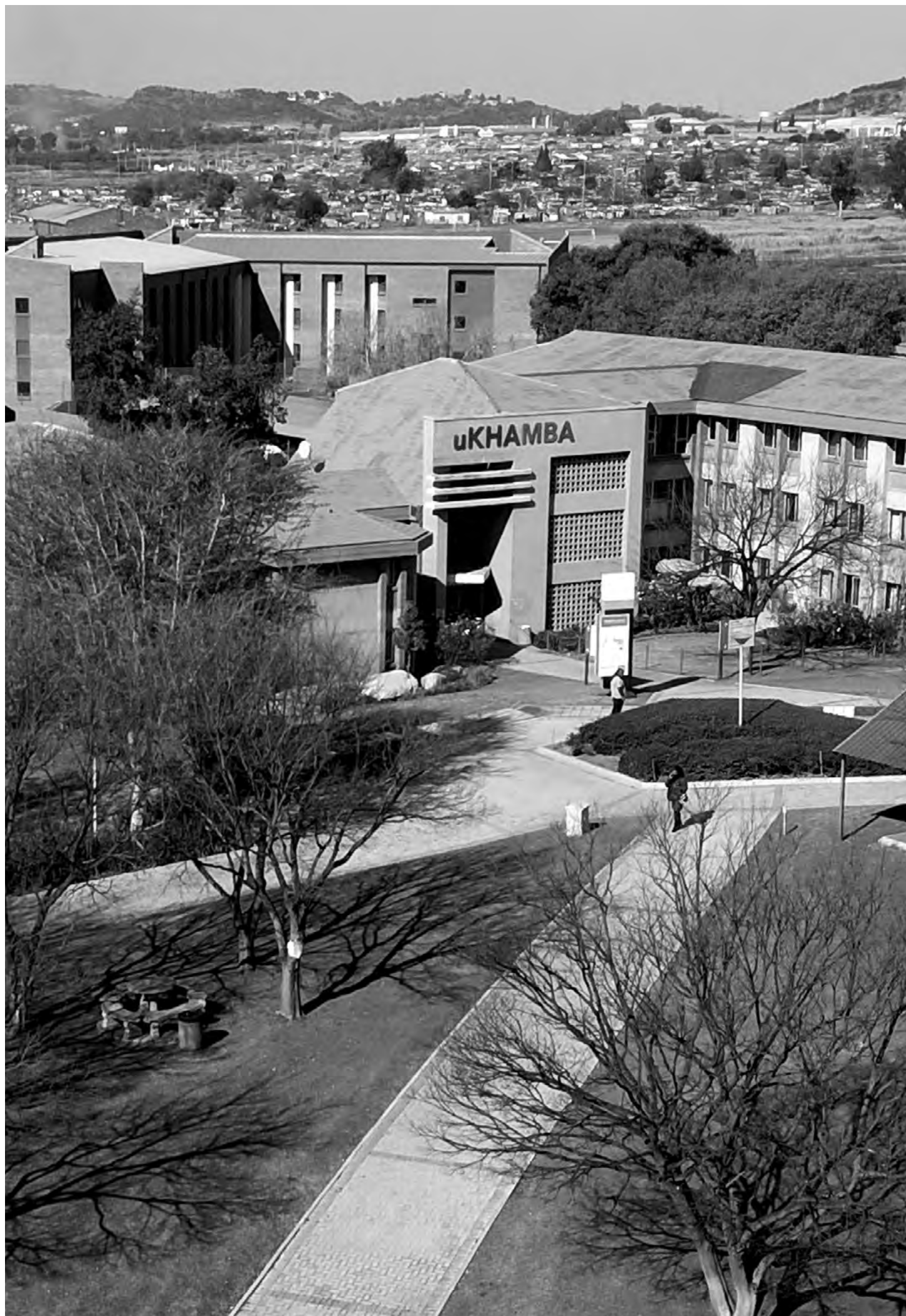


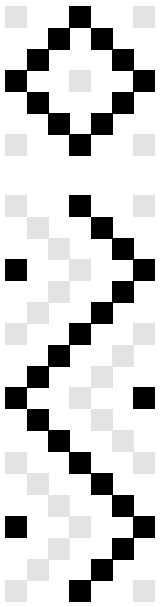
learning, and research; a UJ that empowers its community (students, teaching, research and support staff) to thrive and become active shapers of, and participants in, society. My abiding aspiration is that as South Africa's matriculating students continue to struggle to find space in our limited number of universities, the dream of a parallel online UJ, that gives students a similar experience to the brick and mortar UJ, is realised. I look forward to a South Africa infused with leaders at the highest levels of society who are UJ alumni.

A handwritten signature in black ink, appearing to read 'Xh' followed by a stylized flourish.

Xoliswa Kakana (Ms)
Chairperson of Council







Vice-Chancellor and Principal Report to Council

I write this report as the newly inaugurated Vice-Chancellor and Principal of the University of Johannesburg (UJ) at a time when universities are able to start to fully assess the impact of the unprecedented preceding three years of COVID-19 and its aftermath while coming to understand the novel (and often wicked) challenges facing the universities of the future. During the COVID-19 period, UJ played a crucial role in the African educational revitalisation project, aided by its position as a Pan-African leader in the Fourth Industrial Revolution (4IR). 2022, the year of normalisation, then saw a further down-spiralling of the global economy, occasioned by the Russian invasion of Ukraine; alongside an unanticipated change in our university leadership: the now former Vice-Chancellor and Principal, Prof Tshilidzi Marwala, was appointed as the seventh Rector of United Nations University (UNU) in Tokyo. Throughout 2022, a series of appointments (including my appointment as Vice-Chancellor) saw changes in top leadership at the institution, with new appointments of myself, the Deputy Vice-Chancellor (DVC): Academic and the Registrar to take effect early in 2023. 2022 was, therefore, a significant milestone in UJ's transition from the old to the new, as the institution geared itself to respond to a changed world. This shift was also signalled by the development of a new institutional Strategic Plan for the period 2025-2035.

In reflecting on 2022, we can assess the considerable progress UJ has made towards fulfilling the promise inherent in its current Strategic Plan, and specifically in its commitment to 4IR. UJ's Global Excellence and Stature Strategy (GES 1.0) formed in 2014 was reconceptualised in 2018 as GES 4.0 to further advance and position UJ as a 4IR leader predicated on global excellence and stature. Specifically, UJ sought to support the African continent in embracing 4IR as a leading African institution in a globally competitive environment. This commitment was given further impetus three years ago by the COVID-19 pandemic, which necessitated and encouraged a spirit of innovation with impact on all three pillars of higher education: teaching and learning, research, and community engagement. Additionally, there was significant impact on the University's practices, infrastructure, governance, and institutional culture. UJ is now widely recognised, both locally and internationally, as one of the leading institutions in matters relating to 4IR, and specifically in its application to the African continent. It is also recognised as having been at the forefront of South African higher education's response to the pandemic.



At the same time, our strategic thinking continued to evolve, specifically in terms of our commitment to societal impact and upliftment. In 2021, at the height of the COVID19 pandemic, UJ built on the work of previous years and embedded the United Nations' Sustainable Development Goals (SDGs) in its GES 4.0 endeavours. Following a mapping exercise in late 2021, the SDGs were incorporated in the Council-approved 2022 version of the Strategic Plan. Subsequently, many activities at UJ have responded to this clarion call. For instance, there is a new Massive Open Online Course (MOOC) for students, staff and the public on an Introduction to SDGs. Beyond this, many of our research endeavours and projects are being designed to contribute to these goals. Examples are the Gwakwani Village Project, the first 'smart' village in South Africa; UJ-PEETS, UJ's Process, Energy and Environmental Technology Station; and our contribution to human settlements through our 3D-printed concrete houses. With a deadline of 2030 for the SDGs, UJ has demonstrated its commitment to achieving these goals through its strong showing in the Times Higher Education (THE) Impact Rankings that assess universities' impact in terms of furthering the SDGs. This is clearly an emerging strength on which we can build for greater extensive societal impact.

UJ's current Strategic Plan takes it to 2025. During 2022, therefore, while we resumed normal operations and successfully completed the academic year, we also began preparing for the next decade. As DVC: Academic, and later as VC Designate, I spearheaded the development of a draft Strategic Plan 2035 with the Management Executive Council (MEC) as the steering committee and the contributions of over 60 passionate UJ employees. While an extensive consultation process in 2023 will see a revision of this first draft, in line with input from various constituencies, the overall direction, tone and ambitions of the plan are clear. There is an alignment between the important themes emerging in this process, and my own vision for UJ as VC. At the heart of our Strategic Plan 2035 will be IMPACT, i.e. ensuring that all activities at UJ, from research, to teaching and learning and the ways in which we collaborate to create a purposeful organisation, will contribute to societal betterment and sustainability. The core theme will thus be 'societal impact and sustainability'. This will be augmented by a second theme of 'technology for the future', which embraces the current focus on 4IR, but broadens it to highlight the use of technology to contribute to solving societal challenges and furthering sustainability. The third theme will be 'global footprint and partnerships', which relates to the way in which UJ will extend its influence in communities both local and international. Through this acceleration of the University's current focus, UJ will emerge as a university with a consistently shared purpose and extensive impact. The first draft of the Strategic Plan 2035 was presented to the MEC at their breakaway in November 2022, and plans were made for a thorough consultation process in 2023 with the aim of reaching formal Council approval by the end of 2023, for implementation in 2024.

Against this context, the following report details our considerable achievements in 2022. The past year has given us further opportunity for reflection around the impact of COVID-19, the aftermath and what is becoming the 'new normal' in both higher education and society, alongside the challenges and setbacks that have stalled progress in achieving the SDGs. In what ways can the institution contribute to shaping a just, fair and sustainable post-COVID world through its teaching, research and innovation, and community outreach activities? These themes and this question remain a central focus in all the institution's endeavours as mapped out in our Annual Report.

Institutional performance in terms of the Annual Performance Plan

The University tracks its achievements against two annual performance plans, one of which is required in terms of the reporting regulations of the Department of Higher Education and Training (DHET), and another, which is a subset of UJ's full Strategic Plan 2025, reported on to Council.

The first of these, the DHET Annual Performance Plan 2021, sets targets for a variety of indicators as required by regulation. A number of these are output indicators, such as research and graduate output, which are measured for the previous year (2021, n1) because the results can only be finalised in the reporting year (2022). There is also a strong emphasis in other indicators on the size and shape of the institution as derived from the approved enrolment plan for the University.

The second of these, the UJ Annual Performance Plan, which is reported on below, sets targets for 2023 in terms of UJ's full Strategic Plan 2025. In the UJ APP, key performance indicators (KPIs) are grouped under



the six major objectives that frame the UJ Strategic Plan 2025, and reference is made to the corresponding indicator in the Strategic Plan in brackets. For output indicators (graduate output and research), the complete data are only available for the previous year, which is indicated as (n-1) on the indicator. For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of corrections. Outcomes for some indicators are only measured once, towards the end of the year, as in the case of carbon footprint, and this is noted in the text related to the relevant KPIs.

Staff and student HEMIS data in this report were extracted on 28 February 2023, the date that the external auditors will be using to test the data. Some other data are provisional – **the financial outcomes are currently also being audited and may thus change, and the formal research output report from DHET has not yet been received by UJ.**

Revisions to the APP

Most of the indicators presented here are the same as the 21 KPIs of the 2021 APP. However, the few changes that were made to the Strategic Plan indicators by Council at its November 2021 meeting that affect the APP are indicated below.

Changes include the following:

- All KPIs in the Strategic Plan are linked to the relevant United Nations' Strategic Development Goal/s.
- **KPI 8 (31b):** In the Strategic Plan, the number of students completing the foundation module on *Artificial Intelligence in the 4IR* is expressed cumulatively, i.e. since inception in 2020. In the APP, it is expressed per annum.
- **KPI 10 (45):** International students. The change in definition, effected in 2021, to include those on non-subsidised and online/whole programmes as well as formal programmes was continued. For clarity, the definition was extended to specify that occasional students are not included. Also footnoted is the number of international students on formal programmes as per the Enrolment Plan.
- **KPIs 16 and 17:** Third-stream income. In the Strategic Plan, externally generated research funding and other externally generated funds are combined. In the APP, these are collected separately and then combined.

The combined effect of the above changes was a reduction in the number of KPIs in the 2021 UJ APP from 27 to 21.

Summary results – targets met

Of the 21 indicators measured, the targets have been met or exceeded for the very considerable majority, with at times, truly excellent performance. However, there was slight underperformance in three exceptions: KPI 6, 11 and 21, as explicated below.

KPI 1: Total postgraduate outputs (n-1)

The outcome for the number of 2021 PG graduates (n-1) at 4 120 was higher than in the previous year and exceeded the ceiling by 11,4%.

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

The target for this indicator was set at 56%. The proportion of permanent and fixed-term academic staff with doctorates at the end of Quarter 4 of 2022 at 57,1% was above target by 1,1% and exceeded the ceiling by 0,6%.

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

The number of published outputs on 4IR at the end of Quarter 4 of 2022 was 658 which was an impressive 148% above the target of 265.

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

The number of 2021 publications submitted in 2022, i.e. 2 819 units after processing, was an increase of 447 units or 18,8% more than the 2021 submission.

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

The outcome of 2 772 ROUs is merely indicative at this stage, being derived from the Ministerial Statement on



University Funding 2022 (we have not yet received the detailed report). However, it does indicate an increase of 466 units, or 20,2%, over the 2021 outcome.

KPI 5: Overall enrolment

This indicator tracks overall enrolment for 2022. Enrolment at the end of Quarter 4 at 51 405 was above the headcount target by 1,2%. The ceiling for this indicator is a variation of 2% above the target, thus a very pleasing outcome.

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

Of the 2019 cohort doing three-year undergraduate qualifications, 44,6% succeeded in completing in minimum time, which is 2,1% better than the previous cohort, 1,8% above target, and 1,6% above the ceiling. The outcome for the 2019 cohort doing degrees only at 44,4% was 1% above the 2018 cohort, above the target by 0,8% and above the ceiling by 0,4%.

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

The number of completions by the end of 2022 at 5 276 surpassed the target by 1 207 or 30,2% and the ceiling by 24%.

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

This indicator tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new continuous education programmes (CEPs), cumulatively since 2019. There was a baseline of 125 in October 2021, and a combined total of 129 such initiatives by the end of 2021. At the end of Quarter 4 of 2022, the total had risen to 161, higher than the target of 130 and above the ceiling by 26 or 19,3%.

KPI 10: International students

The 2021 baseline number of international students at UJ as of October 2021 was 4 307. The target was set at 4 305, assuming a maintenance pattern. The final tally for 2022 was 4 462, which was 157, or 3,6% above target.

KPI 12a and 12b: Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run in the second semester. It is pleasing to note that the 2022 outcome displays high levels of satisfaction at 90,8%, slightly above the target of 90,0% (12a). For postgraduates (12b), already high levels of satisfaction increased from 84,7% in 2021 to 86,5% in 2022; 3,3% above target, and 1,5% above the ceiling.

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

By the end of 2022, a very pleasing 111 awards had been achieved, surpassing the target of 65 by 46, or 70,8%.

KPI 14: Annual operating surplus/deficit

At the end of 2022, the audited outcome indicate a surplus of R367 million, which is considerably better than the deficit projected target, and far beyond the ceiling of R60m.

KPI 15: Council-controlled reserves

At the end of 2022, the audited outcome for Council-controlled reserves is R3,163 billion, (R2,791 billion classified as undesignated), which is 68,6% above target.

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

The target of R1 billion is for KPI 16, externally generated funding, and KPI 17, externally generated research funding, combined. The audited outcome of R1 003 million is marginally above the target and at the ceiling of R1,1 billion.

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

At 51,1%, the percentage of black permanent and fixed-term academic staff is 1,1% above the target of 50%, and 0,6% above the ceiling.

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

This indicator monitors seniority among the academic staff. The year-end outcome of 29,4% is above the target of 28% by 1,4%.



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

The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26,5% by 1,1%, and the ceiling by 0,6%.

KPI 20b. Number of female associate professors and professors

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome of 41,2% is 1,2% above the ceiling.

Targets not met**KPI 6: Undergraduate output (n-1)**

At the end of Quarter 4, undergraduate output, i.e. those that achieved qualifications in 2021, at 8 878, was lower than the previous year and below target by 861 or 8,8%. Output is relative to enrolment, which fluctuates slightly from year to year. A number of factors may have further influenced this outcome – cancellations, students taking lower loads in their final year to complete only in the first semester of 2022, poor throughput in specific one-year qualifications, and a changed overall enrolment. The impact of COVID-19 may further have influenced this KPI downwardly.

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

The October 2021 baseline for international academic staff was 17,8%, though it rose to 17,9% by year-end of that year. The year-end percentage in 2022 was 17,8%, i.e. 0,2% below target. The number of international staff grew modestly by four from the previous year. International travel restrictions impacted this specific KPI.

KPI 21: Reduction in carbon footprint

The outcome for carbon footprint at -17,78% is much lower than the 11,1% target. The increase is related to the total electrical energy consumption, which increased by 13,37%. While it is an increase from 2021, in comparison with 2015, the carbon footprint is 27,06% lower.

Appointment of staff at executive level

The recruitment and review process of high-level executive positions was facilitated by the Division of Human Capital Management (HCM). This culminated in the following appointments and reappointments in 2022:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellor: Academic
- Registrar
- Executive Dean: College of Business and Economics
- Reappointment of Deputy Vice-Chancellor: Research and Internationalisation
- Reappointment of Chief Financial Officer
- Extension of contract of Senior Executive Director
- Reappointment of Executive Director: Library and Information Centre
- Executive Director: Research and Innovation

In addition, the new Chancellor, Dr Phumzile Mlambo-Ngcuka, was appointed in 2022. The Chair of Council, Mr Mike Teke, also completed his term in 2022 (following an extension of a few months), and is replaced by Ms Xoliswa Kakana from 2023 onwards.

**Continued COVID response:
implementation of Mandatory Vaccination Policy**

UJ's response to the pandemic continued to build on the experience gained during 2021, as well as on the growing body of international research findings of the past two years. In order to ensure a safe return to campus for staff and students, the UJ Council resolved in November of the previous year that from 2022 all UJ campuses and facilities would be mandatory vaccination sites (see the University's Mandatory Vaccination Policy and Implementation Protocol, which were widely publicised). Staff and students would be required to provide UJ with their vaccination status (e.g. first vaccination completed or fully vaccinated) before access permission would be granted to any UJ campus or facility. ICS developed a Mandatory Vaccination Online Submission system to provide a framework for declaring mandatory vaccination status by all students, employees, members of the public and suppliers entering UJ campuses.



Policy implementation and the management of COVID on campus continued to be overseen by the widely representative COVID Coordination Committee (including students) and its Executive Committee, which again met on a monthly basis. Followup was done on positive cases with symptoms throughout the year by the Occupational Health Practice. For 2022, 106 positive cases were reported, of whom 76 were staff members and 30 students. The Occupational Health Practice and HCM paid particular attention to the health and wellness of staff, following the resumption of normal on-campus operations, with numerous support sessions held.

Implementation of the policy with regard to students was managed by the Central Academic Administration (CAA) Division. Depending on their academic programme and the mode of delivery of the programme, students were granted a period after registration to become fully vaccinated. During this period, students were regarded as conditionally registered. Students had until 30 March 2022 to comply with the mandatory registration requirement, i.e. to become fully vaccinated or risk having their studies and accommodation cancelled.

Prospective students were informed at the stage of final selection as to the applicable requirements regarding vaccinations and right of access to the campuses and facilities. The registration agreement, which is signed as part of the online registration process, included a clause highlighting UJ's policy on mandatory vaccination in order to gain access to UJ campuses/facilities.

Once registered, students were requested to submit their vaccination certificate (i.e. indicating first vaccination completed or fully vaccinated) electronically for verification purposes. Only then were student cards activated. Accommodation at campus residences was allowed.

Under exceptional circumstances, students who did not plan to be vaccinated could submit an appeal for exemption, on medical or religious grounds. Such students were required, among other things, to present a weekly negative COVID-19 RT-PCR test at the point of entry each Monday before being allowed access to any UJ campus or facility.

The policy was well received and supported by most staff and students. By the time University Management relaxed the Implementation Protocols of the UJ Vaccination Policy on 24 June 2022, 97,77% of the UJ community had been vaccinated. At the same time, from 2020 to 2022, UJ recorded 943 positive cases, of whom 675 were employees and 268 were students. During the pandemic, 18 employees and one student succumbed to COVID-19.

For its academic offerings and in line with progressive trends globally, UJ adopted a hybrid model, which meant that contact classes were supplemented by online learning. While contact teaching largely resumed at the start of 2022, the lessons learned during the pandemic and specifically our deepened insights into student success and how institutions can better support student success have led to a more deliberate approach to complement classroom learning with a range of other modalities and approaches. This, in turn, has led to a renewal of classroom learning. 4IR tools and smart learning environments are being drawn on to respond to the new needs of our students, both with regard to student learning, to the development of student-facing management tools, and to supportive and flexible academic administration. At the same time, our growing understanding of 4IR in conjunction with the SDGs has led us to rethink curricula, to promote the development of critical 4IR skills in our staff and students – to ideate and innovate, to enhance collaboration and to build cross-disciplinarity in our African context.

Our research and innovation portfolio, too, was given additional impetus through the conjunction of the pandemic and 4IR, and continued its upwards trend, at the same time increasingly drawing inspiration from the SDGs. From the start of the COVID-19 pandemic, UJ has been actively contributing to the national and international effort to combat the disease, through an intentionally holistic response, bringing together various disciplinary dimensions. The UJ efforts are informally tracked through a research and innovation portal to capture and coordinate the direct and indirect responses to COVID-19; these include, among others, peer-reviewed publications, indirect responses, and project activities.

At the same time, UJ has been actively driving the fusion of research fields with initiatives that also directly address the GES 4.0 Catalytic Initiatives Proposal approved by Council in early 2019, and, increasingly, to the SDGs. During 2022, these initiatives bore full fruit, for instance, UJ authored or co-authored scholarly works



worth 371 units in the broad field of 4IR (or 13% of the overall UJ output). Our bespoke UJ 4IR website, and specifically the web page '4IR in action', also gives an indication of the impact of 4IR on some of our community engagement initiatives, and ways in which information is being turned into action to create new capabilities and unprecedented opportunities for people, communities, businesses and countries.

UJ achieved outstanding performance in the *THE* Impact Rankings 2021, which are based on the SDGs, with an overall ranking at position 69 in the world (up 23 places from the previous year). Our notable third place in the world for SDG 1: No Poverty, and eighth place in the world for SDG 8: Decent Work and Economic Growth, signify our commitment to community and to our transformation and decolonisation agenda, with Africa at its core. UJ also ranked in the top 100 universities for seven of the SDGs.

Continued institutional approach to further develop 4IR catalytic initiatives

As indicated above, 4IR has become well embedded in the institution over the past seven years and has set UJ on a trajectory as leader and contributor to the development of 4IR. To this end, the GES 4.0 project was structured in the following key categories: teaching and learning, research and innovation, communication, and infrastructure. Some key themes, which continue to retain their relevance, are listed below.

Teaching and learning focuses on the delivery of a digital student experience that emphasises the student. Themes include the use of digital tools and resources, such as blended learning, collaborative learning and chatbots; MOOCs, including the new MOOC for all students, staff and the public on an 'Introduction to SDGs'; a module in AI; and broadly, teaching and learning to prepare for the new age. In the Faculty of Education, for instance, UJ's focus on 4IR has found expression in activities ranging from curriculum renewal (infusing 21st century competencies into modules and lesson designs); the expansion of the Scratch coding club (to teach creative computing to student teachers through coding); the launch of the VARSTEME hub (Virtual and Augmented Reality in Science, Technology Engineering and Mathematics Education) with a concomitant research agenda on the pedagogy of VR and AR related to STEM education; the development of culturally anchored virtual and augmented reality simulations (CAVARS) for school science practical work; and the promotion of a partnership with Mursion for the use of their platform for teaching practice using avatars through TeachLive™.

Through research and innovation, numerous themes have been proposed and implemented, which are further developed in this report.

- The continued appointment of visiting academics, distinguished professors, distinguished visiting professors, and also professors of practice who have continual engagement with industry – since the pandemic, largely as a highly successful virtual academic programme.
- The development of continuing education programmes, with industry, for industry, for science councils and for government departments, which will seek to seed the 4IR thinking into various industries.
- Scholarships for postgraduate studies in areas relating to 4IR; and funding for postdoctoral research fellows working on 4IR.
- Seed funding for various interdisciplinary projects, some with our Universitas 21 network partners, with a focus on the Pan-African approach to 4IR, and on inclusivity, particularly of women and black academics.
- Joint research centre development initiatives, with a priority on partnerships within the BRICS economic cluster.
- Continued support for the GES flagship research institutes.
- Progressing the research-innovation-commercialisation nexus, with the UJInvnt (Pty) Ltd company furthering the strategy for intellectual capital platforms (ICPs).
- Seeding start-ups, for valorisation, through our Technology Transfer Office (TTO), for ideation and for incubation: shaping the future of work.
- Library upgrade that drove increased implementation of 4IR technologies.

Our bespoke UJ 4IR website, specifically the web page, '4IR in action', also gives an indication of the impact of 4IR on some of our community engagement initiatives. Just one example here (and as mentioned above): **the partnership between our School of Electrical Engineering, Schneider Electric's Life is On initiative, and the remote village of Gwakwani**, in the far north-east of our country, where, between 2014 and 2021, the



implementation of solar technology with remote monitoring solutions, supported by an Internet of Things network, has created a 'smart village', which can serve as a model for further development in the region.

Communicating both UJ's vision and our achievements around 4IR remains an essential component in positioning our institution for leadership. Since 2018, the Marketing and Brand Unit in the University Relations Division has been aligning its efforts with the University's 4IR strategy by introducing an award-winning brand marketing campaign to position UJ as a 4IR thought leader while simultaneously educating the various stakeholders and community at large about the meaning of 4IR and its implications for our futures. The campaign was entered into the African and international chapters of the International Association for Business Communicators (IABC) competitions, winning several prestigious international awards. Communication with all UJ stakeholders has involved developing an awareness and understanding of the various dimensions associated with 4IR and the connection with UJ's GES 4.0 vision; identifying and utilising communication platforms for effective communication and dialogue relating to UJ's GES 4.0 vision; facilitating the content development for various communications, as applicable; and positioning UJ as leading the 4IR conversation in Africa.

Infrastructure is a fundamental requirement to compete in the digital/4IR worlds, and a key aspect of the digital age is automation of business processes. With regard to infrastructure, the goal must be Wi-Fi anytime, anywhere, across all UJ campuses and student residences. Automation of business processes will require a university wide customer relationship management tool, the Oracle Enterprise Resource Planning (ERP) Strategy, and server virtualisation and consolidation. At the same time, such automation is likely to increase electricity consumption, and our strong focus on sustainability has the goal of generating increasing levels of UJ's electrical energy consumption sustainably.

In the various chapters of this Annual Report, regular reference will be made to further achievements of this encompassing GES 4.0 project during 2022, which was taken forward in numerous ways in our response to the COVID-19 pandemic and in our growing focus on the United Nations' SDGs.

Growing awareness of UJ leadership in thought and innovation

In 2022, the University maintained its position as one of the top three major South African universities, with a strong media presence on national and international issues.

The Institute for Intelligent Systems has increasingly cemented UJ's role as the leading institute on the African continent in artificial intelligence (AI), and also serves as the higher education anchor to the South African AI network.

UJ currently hosts a total of 19 SARCHI Chairs spread across all its faculties¹. In addition, the University currently hosts seven Research and Innovation/Ideation Chairs, which include UNESCO Chairs, SETA Chairs and a Nedbank Chair. The newest SARCHI Chairs at UJ were awarded in December 2022, namely the Sasol/DSI-NRF SARCHI Chair in Green Hydrogen, and the SA-Swiss Bilateral Research Chair in Blockchain Technology.

A total of 275 UJ academics held a valid NRF rating by 31 December 2022, with 7 in the A category; 54 in the B category; 161 in the C category; and 53 researchers with a Y-rating, with a further 92 rating applications pending.

Leadership in teaching and learning shown by faculties has ranged from SLPs thematising 4IR (Health Sciences, CBE), to positioning FADA's FabLab as the Faculty's innovation hub, driving 4IR in art and design. Curricula are being reworked to equip graduates for the new age. CBE is integrating the 4IR into teaching, learning, and research agendas to equip graduates with a working knowledge of the future of manufacturing, geopolitics, economic trade wars, and the ability to navigate systems for growth spots that can assist with growing national wealth. The Faculty of Education is integrating 4IR in a variety of ways into the training of future teachers, ensuring wide dissemination among the next generation of South Africans.

Colleagues in the Division of Teaching Excellence continued to represent UJ across several national CHE processes (including as Chair of the Task Team on Blended and Online Learning), delivered commentary

¹ Faculties include the College of Business and Economics, and the Johannesburg Business School.



on seminal national documents, were invited as members of CHE audit panels, and served on the National Coordinating Committee of the National Framework for the Enhancement of Academics as Teachers.

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

UJ's Library and Information Centre (LIC) has become known as a thought leader in library leadership and management. UJ has formed and led a working group of librarians from academic libraries in South Africa, focusing on the effective use of statistics for informed decision; an online symposium held in 2022 attracted over 170 participants.

The UJ Press, launched in 2021, focuses on publishing titles in all disciplines related to Pan-African decolonisation and issues surrounding 4IR, and aims to actively contribute to several of the SDGs. As of 30 November 2022, the UJ Press had 14 journals on the online platform, had published 15 monographs and has 42 monographs in the overall collection. UJ LIC itself published its first book through the Press: *Academic Libraries – Reflecting on Crisis, the Fourth Industrial Revolution and the Way Forward*, edited by Dr Anette Janse van Vuren, a previous Executive Director of the Library. Three new journals will be signed onto the Press shortly: *Journal of BRICS Studies*, *Ndivhuwo: Journal for Intellectual Engagement*, and *SAQA Network Journal*.

Our proactive communication strategy resulted in increased visibility and publicity for the University. Our continued upward trajectory in media presence included 515 UJ experts active in giving commentary in national media; 192 appearing in global media; 307 opinion articles penned (87 article links to 4IR and COVID-19), and over 50 research and innovation stories featured and amplified on radio and TV stations. The *Beyond Imagining* e-zine series for 2022 focused on the virtual self, unpacking issues relevant to individuals in the fast-paced 4IR era we find ourselves in. A new-format Cloudebates™ was launched in 2022. High quality, pre-produced, magazine-style programmes unpacked the theme for the year in line with UJ's strategic focus on climate change issues – '4IR creating a climate for change'. The Cloudebates™, 4IR in Action stories, *Beyond Imagining* – an interactive 4IR e-zine, as well as the undergraduate Imagine THAT campaign, have been driven by the Division of University Relations. These stories are all live on the 4IR website – www.uj.ac.za/4IR – and have been viewed well over 240 000 times.

On 18 August 2022, **UJ's 2021 Stakeholder Report Launch** reflected on the performance and challenges of the last academic year (2021). Guest speaker, Mr Peter Armitage, founder and CEO of Anchor Capital, shared his insights on the topic, 'Leading in the face of global and national socioeconomic challenges: Instruments for local solutions?.'

Throughout the year, our multi-channel media campaign (all materials available on the uj.ac.za/4IR website) included radio, television, out-of-home (billboards and street pole posters), and social and digital media on a national, African, and international scale. In 2022, the campaign reached 217 million people; in total, since its launch in 2018, the 4IR campaign has reached over 735 million people. The campaign has also seen awareness levels increasing by 7% with 51% of respondents now seeing UJ as a leader in 4IR. The research has shown that UJ has a strong 4IR positioning, and is seen as innovative, futuristic, and a trendsetter.

UJ's social media reach is also outstanding. From 1 January to 31 December 2022, UJ received a total of 241 500 mentions, with a reach of 2 168 917 612, giving it the highest share of voice (26%) among its main university competitors.

Research and innovation at UJ

Research productivity, including creative outputs and innovations

In May 2022, UJ submitted 4 555 publications worth 2 817 units to DHET for accreditation. This represents a remarkable increase of 18,8% compared to the previous year (the average annual growth over the previous three years is 8,4%, while the compound annual growth rate stands at 13,1% for 2005 to 2021). The outputs comprised 3 532 journal articles (2 052 units), 546 conference proceedings (240 units), and 479 books and book chapters (525 units). The December 2022 Ministerial Statement on University Funding indicated that 2 772.45 publication units were accredited, which translates to approximately R351 million in subsidy income.



Also, UJ's overall contributing share within the university sector increased to 11,82% (an improvement from last year's 10,63%). The detailed report from DHET is expected during April 2023.

In total, 96% of the journal articles submitted were listed on international journal indexes, with 78% being indexed in the prestigious Scopus international publication and citation database. The number of scholarly outputs that appeared in the top 10% of journals, as measured by SNIP², has grown from 16 in 2005 to 569 in 2022. Of the 2 817 units submitted, 13% originated from publications addressing the Fourth Industrial Revolution (4IR), while 7% contributed to the Scholarship of Teaching and Learning (SoTL).

Through the University Research Committee (URC), as part of its annual funding call, UJ has been supporting creative output projects, in terms of DHET-gazetted policy to recognise and award quality creative outputs and innovations. To further advance the institution's creative outputs, UJ established a creative output task team and in 2021, supported a dedicated creative arts financial stimulus package of R2 million per year, over three years. This package supports, among others, dedicated art exhibitions at the various UJ art galleries (including the Moving Cube virtual gallery) and the Artist in Residence programme. These investments are bearing fruit, with 19 units³ accredited for Creative Arts, equating to ~R2.4 million in research income.

Research impact and visibility

In terms of research output in general, as measured by UJ's scholarly output indexed in the global Scopus publication and citation database, UJ continues to perform ahead of the South African HEI sector on key performance indicators. For research published in 2022⁴, Scopus indicates that the field-weighted citation impact (FWCI) of UJ's research is 52% higher than that of global institutions with similar publication profiles, or compared to the SA HEI sector, 43% more citations than the average. Almost 17% of UJ's publications feature in the top 10% most cited globally (this number is higher than in the preceding years), versus 12,4% for the sector. For 2022, 61% of UJ's Scopus publications were co-authored with international collaborators compared to 57% for the SA HEI sector, while UJ achieved an average of 19.6 views per publication vs 12.5 for the sector. Scopus views are an important indicator of academic visibility and may predict future scientific (citation) impact.

International profile

Between 2017 and December 2022, UJ co-authored over 13 000 publications with 4 183 institutions across the globe. The majority of the collaborations (4 529 publications with 1 364 institutions) took place in Europe, followed by Asia (3 780 publications with 1 156 institutions) and then North America (2 336 publications with 726 institutions). In addition to the UJ co-authored publications, the International Office oversees formal international partnerships; more information on the process and a list of international partnerships is available here.

External research income

By the end of November 2022⁵, the University had received R291.476 million in external research income (33% more than the 2022 target of R220 million). Of this, R19.858 million is from international funding agencies, while R15.175 million is non-obligated research income. The largest source of research income remains the NRF, with R80.236 million awarded to support research while R90.021 million is for student support; the latter is managed through the Postgraduate School (PGS). The success rate of UJ students in attracting NRF bursaries has grown considerably over the years, in large because of the drive to encourage and support applications from the PGS. The bursary amount received for 2020 was R49.985 million, for 2021, the amount received was R64.781 million, compared to the amount for 2022 of R90.021 million.

Prestigious recognition of UJ and its researchers

Our academic robustness on the national and global standings has been given a significant boost, with UJ now ranked second in South Africa and on the African continent by the prestigious QS World University

² Source-Normalized Impact per Paper, i.e. metrics are normalized across different fields of study.

³ Ministerial Statement issued December 2022.

⁴ Scopus data extracted 24 December 2022.

⁵ At the time of writing, the financial figures for December 2022 have not yet been finalised.



Rankings. UJ also improved on its 2021 performance in the Times Higher Education (THE) Impact Rankings (from position 92 to position 69 globally) and remains the only South African university in the top 100 universities globally. Also, UJ remains the only South African, and indeed African, university to be included in the prestigious Universitas 21 global network.

During the 2022 academic year, UJ scholars and staff received over 100 prestigious awards and various forms of national and international recognition. Research excellence awards, appointments to national and international commissions and ministerial panels, and lifetime achievement awards are examples of awards and recognition. Five of UJ's academic staff were also included in the latest Clarivate Highly Cited Researcher List (see here), while two UJ academics were awarded British Academy Global Professorships. The former VC and Principal, Prof Tshilidzi Marwala, was elected as a member of the American Academy of Arts and Sciences, while a research professor was elected as an international member of the National Academy of Sciences.

For the 2022 academic year, 275 researchers held valid NRF ratings. Of these, seven are recognised as global leaders in their respective fields (NRF A-rating), while 28 enjoy considerable international recognition (NRF B-rating).

University Capacity Development Grant

The overarching aim of the DHET University Capacity Development Grant (UCDG) is to support the academic research activities and capacity development of staff, directed mainly towards staff completing higher degrees. In addition, the mobility grant provides opportunities for international travel to establish and support new and existing research collaborations and partnerships. Overall, the seven projects listed below were supported in 2022, with a total annual budget of R7.037 million allocated. The seven UCDG projects are:

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

Progressing the research-innovation-commercialisation nexus

UJ recognises the importance of enterprise and entrepreneurship as the engine of economic growth. To this end, an entrepreneurship ecosystem is being fostered, with a strong emphasis on graduate employability (linking also to one of the aims of Resolution Circle (Pty) Ltd (RC)). Opportunities are being actively pursued to harness the potential of technology developed at UJ. In support of this, the Technology Transfer Office (TTO) is endeavouring to develop a culture of innovation and enterprise at UJ to strengthen this ecosystem, and to build a solid pipeline of commercialisable innovations.

As the custodian of intellectual property (IP) at UJ, the TTO is responsible for management and commercialisation of the UJ IP portfolio via licensing and, through UJInvnt (Pty) Ltd, the creation of start-ups. The UJ IP portfolio is growing, with 64 granted patents and registered designs, and several pending applications. It is a priority for the TTO to facilitate the advancement of the innovations in the IP portfolio towards commercialisation. The TTO therefore provides funding for this purpose via the Technology Innovation Agency (TIA) Seed Fund and Global Excellence and Stature (GES) 4.0 Innovation Advancement Fund (IAF).

- Four new seed fund projects were awarded funding from TIA.
- A further five projects (out of 15 applications received) have been submitted for consideration by TIA in response to the latest call.
- Seven projects (of 14 applications) received funding from the IAF.
- A total of 18 active projects were supported with TTO funding during the year (including continuing projects funded in previous years).
- The financial support is supplemented with technical support from the TTO for IP and commercial matters, fundraising, networking and collaboration.
- Technical support was also offered to many other projects in the TTO portfolio. While the pipeline remains at an early stage, it is developing steadily.



The TTO is increasingly focusing on ways to support UJ entrepreneurs, especially current and aspiring student entrepreneurs, through various initiatives.

- The UJ entrepreneurship ecosystem has been mapped.
- The TTO is participating, on behalf of UJ, in the Entrepreneurship Development for Higher Education (EDHE) Economic Activation Office pilot programme.
- A UJ entrepreneurship forum was held, bringing together stakeholders from across the ecosystem.
- The TTO supports UJ entrants at the EDHE Entrepreneurship Intervarsity.
- For Student Entrepreneurship Week, the TTO organised a Studentpreneur Expo, affording student entrepreneurs a marketing opportunity to showcase their businesses to the campus community.
- An IP hackathon was held where aspiring student entrepreneurs, over the course of a weekend, were tasked with developing a viable business concept for various UJ technologies, to make these technologies available for licensing to the students concerned.

In relation to the research-innovation-commercialisation nexus, the UJInvnt (Pty) Ltd company has furthered the strategy for Intellectual Capital Platforms (ICPs). ICPs refer to the clustering of intellectual products and/or services enabling commercialisation. ICPs under consideration include MinPET, robotic chemistry, atomic layer deposition (ALD), and green hydrogen (GH). The green hydrogen initiative is neatly aligned with the recently awarded NRF Chair in Green Hydrogen (Faculties of Engineering and the Built Environment, and Science) and has the potential to be integrated with the ALD platform. ICPs also aim to create entrepreneurial employment opportunities for postgraduate students.

UJ recognises the need to provide specialised and dedicated technical skills training to advance and maximise the benefits of 4IR technologies in the work environment; these link strongly to the employability of students. Resolution Circle (RC) is a UJInvnt (Pty) Ltd subsidiary, 100% owned by UJ. As an innovation ecosystem, it serves as a technology, commercialisation, and incubation platform. Through a suite of short learning programmes (SLPs), work-integrated learning (WIL), registered skills programmes, apprenticeships, and the Engineering Council of South Africa (ECSA) Candidacy Programmes, RC actively feeds new developments in research to the workforce. For example, the Education, Training and Development Practices (ETDP) SETA, in collaboration with UJ Process Energy and Environmental Technology Station (PEETS) and the Westcol TVET College, contracted RC to establish a 4IR lab; this is in addition to several other ongoing apprentice development programmes with other TVET colleges. The Artisan Recognised Prior Learning (ARPL), the Engineering Council of South Africa (ECSA) Candidacy Programmes and the work-integrated learning (WIL) for Engineering Diploma Student Programmes are ongoing. Through innovative and dedicated work (increasing profits and reducing expenses), RC will likely report a net profit of more than R16 million again for 2022.

Catalytic interventions associated with the GES 4.0 initiative

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

Virtual academic programme

Although initially viewed as a visiting academic programme, due to the COVID-19 period, this catalytic initiative evolved into a largely virtual academic programme. As a result, this aspect of the GES 4.0 catalytic initiative gained momentum, and the funding for this programme is now fully committed. The ROI for the visiting academic programme continues to grow, with a notable contribution towards research output, stature, and student/PDRF/staff mentoring.

The majority of our distinguished visiting professors (60%) are included by Elsevier as among the top 2% of scholars in their respective fields, while ten are included in the Clarivate Highly Cited Researcher list (five list UJ as their secondary affiliation). If one considers only outputs where a monetary value can easily be assigned, 38 (combining GES 1 and GES 4.0) visiting/virtual distinguished professors submitted research/scholarly outputs amounting to 102.25 units (up from 70.31 units for 2021 publications) for accreditation



(these are outputs that carry a 2022 date), amounting to ~R12.8 million in publication subsidy to UJ. The honoraria paid to VAs is supported by an ROI analysis (keeping in mind the Council's condition of a 1:1 return on investment (ROI)). It should, however, be noted that the value-added (ROI) by this programme extends beyond a monetary value, through the stature added, international collaborative networks, staff/PDRF/student mentoring, and/or workshops.

Flagship institutes

UJ continues to grow its national, Pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. The institutes collectively contributed 139.83 units for DHET accreditation in 2022, 2021 and 2020. As horizontals across the vertical faculties, the institutes contribute to the UJ academic programme through teaching and learning, and postgraduate student supervision. Of note is that the Master's programme in AI (through the Institute for Intelligent Systems, IIS) was accredited in 2021 and commenced with intake in 2022; and that the Master's programme in Development Studies, specialising in Africa and the Caribbean, a joint endeavour between the Institute for Global African Affairs (IGAA), and the University of the West Indies (UWI), similarly started in 2022.

The IIS remains hugely successful in establishing longer-term collaborations, linked to external fund leveraging. Examples include Accenture (R50 million over five years) and Growing Up Africa (over R40 million of in-kind infrastructure commitment). A significant contract was signed with eGov in 2022 (to the value of R68.4 million, over three years) to advance training in AI broadly. The IPATC promotes innovative global African thought leadership through community-engaged research, teaching, and dialogue. IPATC furthers collaborations that intersect the African Union Agenda 2063, sustainable development goals (SDGs) and 4IR. This is in the context of the priority areas for internationalisation, as established through the National Planning Commission (NPC). A number of writing fellows joined the Johannesburg Institute for Advanced Studies (JIAS) Fellowship Programme. The Institute for the Future of Knowledge (IFK) shifted its focus towards utilising 4IR technologies to promote sustainable development. To achieve this goal, the Institute incorporated new research areas, including Blockchain and the Cryptoverse, Decentralised Artificial Intelligence and Control Systems, and Work of the Future. The IFK also published several opinion pieces in local and international media outlets, including live broadcasts. The UJ Confucius Institute (UJCI), in collaboration with the Culture Office, Embassy of China in South Africa, ushered in the Chinese New Year on 1 February 2022 (watch the event here), with many prestigious guests in attendance.

Postgraduate studies, postdoctoral research fellows, and associated support

UJ's postgraduate offerings include postgraduate diplomas, honours, master's (both research and coursework), and doctoral degrees. (The data presented here are based on HEMIS data, drawn on 19 December 2022; the 2022 data have not yet been audited, and there may therefore be minor changes to the figures.)

Graduates

For graduate outputs, the numbers reported are for the 2021 graduate class (i.e. n-1); the graduates for the 2022 academic year are still being finalised. For the 2021 academic year (n-1), UJ graduated 4 120 postgraduate students (against the target of 3 636). These included 720 postgraduate diploma students (against a target of 576), 1 974 honours students (against a target of 1 862 students), 1 160 master's students (against a target of 973 students), and 266 doctoral students (against a target of 224 students). UJ exceeded the graduation targets set in the strategic plan for all these categories. The graduation of South African black doctoral students remains an important indicator. For 2021, UJ delivered 99 South African black doctorates against a target of 76; although exceeding this target, this KPI remains critical to grow. Just over 50% of the graduates were in STEM fields (51 graduates, or 51%), while 49% (48 graduates) were from HASS (Humanities, Arts and Social Sciences).

Time to completion

Another important indicator is the time that students take to complete their degrees. For honours students, the expected time to completion is one year; the average time to completion improved from 1.3 years (for 2020 graduates) to 1.2 years (for 2021 graduates; n-1). For master's students, the expected time to completion



is two years, while four years is accepted for doctoral students. For 2021, 38,9% of master's students completed their degrees on time (against a target of 35,5%), with the average time to completion being 2.9 years (this is an improvement on the 2020 cohort where the average time was three years). The average time to completion for both research and coursework master's students is 2.9 years. For doctoral students, 56,8% of doctoral students completed within four years (against a target of 50,4%), with the average time to completion being 4.5 years (an improvement from 2020 where the average time to completion was 4.6 years).

Enrolments

The overall UJ postgraduate student enrolment for the 2022 academic year was 11 392 students (up 4,9% from 2021). At the postgraduate diploma level, 1 211 students enrolled (this is a decrease of 3,7% from 2021); 720 students graduated. At the honours level, 3 141 students enrolled, while 1 974 graduated. In 2022, 5 122 students were enrolled for a master's degree (7,3% higher than the enrolment in 2021). Of these, 3 294 registered for coursework master's, while the headcount for research master's was 1 828. The doctoral headcount for 2022 was 1 918 students (13% higher than in 2021).

Postdoctoral research fellows

The number of postdoctoral research fellows (PDRFs) administered by the Postgraduate School increased from 126 in 2012 to 276 in 2022. The University Research Committee (URC) and GES funding play a major role in increasing PDRFs. No less than 51% of PDRFs are partially supported through URC funding (R14 million), while 20% of PDRFs are fully funded by GES 1.0 or GES 4.0 (R10 million) initiatives.

On 1 July 2022, UJ launched a call for 200 additional PDRFs. The budget for these additional PDRFs is R44 million over two years, with an equal contribution from faculties and/or departments and/or hosts. During the latter part of 2022, 103 additional PDRFs were identified – 22 have already started at UJ, while others will commence with their contracts early in 2023. The remainder of the funds will be used to grow the PDRF number in 2023.

Funding

Funding remains one of the key barriers that prevent students from pursuing postgraduate degrees; this is most noticeable in the reduction in student enrolment numbers at honours level (against a baseline of first-degree graduate output). The overall financial allocation to UJ postgraduates and postdoctoral fellows increased to R214,6 million in 2022.

Through the GES 4.0 Catalytic Initiative, and managed by the PGS, UJ has directed R169 million towards supporting postgraduate students/postdoctoral fellows over the lifetime of the project. The emphasis remains firmly on supporting female students and progressing UJ's commitment to equity. Of the postgraduate students that received GES funding for the first time in 2022 (master's and doctoral), 52% were female (20 master's students out of a total of 34, and 12 doctoral students out of a total of 28), while 52% of the awardees were black South Africans (21 master's students out of 34, and 11 doctoral students out of a total of 28).

Internationalisation

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

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



During the 2022 academic year, and under the auspices of the International Office (IO), UJ enrolled 4 461 international students; this number includes 2 594 undergraduate and 1 840 postgraduate students. The International Office is also the custodian of 37 partnership agreements with Pan-African institutions and 27 joint programmes with international institutions.

A key focus for the IO in 2022 was engaging with diplomatic missions to identify opportunities for collaboration, student support, and research activities. UJ received six new Erasmus+ partner expressions of interest, added to 19 active partnerships. Submissions to various Erasmus+ funding calls were made, as well as submissions to the Horizon Europe Africa Initiative, Erasmus+ Capacity Building in Higher Education, and Erasmus+ International Credit Mobility. Prof Nnamdi Nwulu, Director: Centre for Cyber Physical Food, Energy and Water Systems in the Faculty of Engineering and the Built Environment (FEBE), has received a grant of R14 million from Erasmus+ (an exchange programme of the European Commission), under the Capacity Building of Higher Education Programme. The Faculty of Law received R8 million under the Co-Impact Gender Fund. UJ is a lead applicant in a consortium project with the South African Chapter of the International Association of Women Judges (SAC-IAWJ), Women in Law South Africa (WOZA) and Mapongwana Attorneys. The project focuses on developing a new generation of women legal leaders in Africa. The DAAD In-Region Scholarship Programme invited the Faculty of Humanities to submit two applications for a Master's programme in Social Impact Assessment, and Anthropology and Development Studies.

Several partner meetings took place, including a high-level UJ delegation visit to Mozambique to meet partners at Joaquim Chissano University and Eduardo Mondlane, as well as two visits to the USA to meet with, among other organisations, Google and the Mellon Foundation, as well as several partner universities in Washington, New York, Philadelphia, Cleveland, Illinois and San Francisco. Other visits included the United Kingdom (UK), with visits to partner organisations and universities, including Loughborough, Kings College, and the Association of Commonwealth Universities (ACU), Spain (Barcelona and the EIEA Conference), as well as Singapore and a visit to the National University of Singapore. We also participated in the Universitas 21 (U21) presidential meeting and AGM hosted by the University of Birmingham in the UK, and the U21 senior leaders meeting at the University of Zurich in Switzerland.

The Africa-by-Bus initiative continued with visits to Lesotho (Faculty of Health Sciences), Zimbabwe and Mozambique (Faculty of Engineering and the Built Environment), Namibia and Mozambique (College of Business and Economics), Botswana (Faculty of Humanities), and Swaziland (Faculty of Education).

Enrolment planning and implementation

2022 was a transition year from the mostly remote teaching that had characterised the pandemic years back to a fully contact mode. In 2022, the University performed well to achieve both the undergraduate and postgraduate targets. The introduction of the double admissions policy and earlier registration dates compared to other universities were contributing factors. The registration period was extended to facilitate continuing students to register, resulting in an over-enrolment in the UG continuing student category.

The University's headcount increased by 795 (1,6%) from 50 611 to 51 405 in 2022. Undergraduate headcounts increased by 256 (0,6%) and postgraduate by 538 (5%) headcounts from 10 863 to 11 401. The undergraduate to postgraduate ratio was 78,8%:22,2%.

From the perspective of teaching input units, in 2022 there was continued recovery from the variance of 7% experienced in 2020, a trend mainly caused by compliance with the Higher Education Qualification Sub-Framework (HEQSF) alignment, which required the phasing out of the one-year Bachelor of Technology qualifications, and their replacement with three-year qualifications in a lower funding cell. The entire sector faced a similar trend, and thus, despite the 2020 variance, after the redistribution of underutilised DHET funds, the University received an additional R8 million in subsidy.

In 2022, DHET required institutions to review their six-year enrolment plans 2020-2025 for the outer years of the period. The extensive processes to establish the final mid-term review targets for 2023 to 2025 were concluded in May. The final mid-term review plan was submitted to DHET for approval at the end of June and was subsequently approved without amendments. The mid-term review targets for 2023 formed the



basis for the annual enrolment planning cycle negotiations that began with the faculties in April. Several engagements with the faculties allowed for negotiations on targets based on contextual factors experienced at the faculty-level. The detailed planning phase, which involved disaggregating the headcount targets per qualification type grouping and developing registration targets at the programme level, was concluded in October. The sign-off on the final annual targets for 2023 by executive deans⁶, the Postgraduate School (PGS), and the International Office was concluded at the end of October.

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

The COVID period had alerted institutions to the considerable value-add of online learning for 21st century students. When UJ resumed contact learning and teaching at the start of 2022, this was regularly complemented by a wide range of approaches to online learning and the introduction of increasingly innovative online tools. Arrangements were in place for students to complete practicals, laboratory work, clinical placements, work-integrated learning (WIL), and tests and examinations in direct contact sessions.

The Centre for Academic Technologies (CAT) facilitated staff and student workshops to support teaching and learning in online, face-to-face, and hybrid contexts. From January to August 2022, CAT facilitated 228 staff training interventions of which 4 908 staff members attended. Student support initiatives from January to August comprised first-year training, basic computer skills, Blackboard training, MS Office package training and examination support sessions. A total of 21 127 students attended the various interventions, which were offered in a face-to-face format (across all four campuses) and online mode of delivery.

The CAT help desk is a dedicated student support service that offers support to a range of student queries via a ticketing system. The help desk team serviced 9 432 tickets by August 2022, ranging from technical queries to searching for information for support stakeholders at UJ. The team responds to every query, ensuring that every student is answered and directed to the right support team at UJ.

Tablets, data, and e-textbooks

CAT coordinated the distribution of not only the monthly data to students, but also almost 1 871 Mecer devices to NSFAS, missing middle, and other students who needed a loan device. While devices were made available to the NSFAS-funded students to buy from UJ and pay for it via an allowance received from NSFAS, only limited numbers of the students made use of the offer. Data was again provided to the UJ undergraduate, honours and master's students who were registered in a formal (subsidised) programme, via the four major carriers. Student activity data reported on in August 2021 illustrated that 40 043 students had accessed Blackboard for learning.

In addition, UJ made R10.5 million available for purchasing e-textbooks for students in priority modules. The available funds were divided according to historic FTEs and allocated proportionally to faculties. The e-book aggregator, ITSI Funda, provided an e-reading platform with the miEbooks application. By the end of 2021, 100% of the available funding was used for 69 e-textbooks downloaded by 19 936 students. The majority of the downloads were in 43 titles that had 25 or more downloads.

Innovative teaching and learning

CAT is committed to integrating innovative software with Blackboard to create opportunities in teaching and learning. As an example, in the first semester of 2022, CAT collaborated with selected faculties (i.e. Education, Humanities, Law, and CBE) in a pilot on the use of the video overlay tool (Annoto) to understand the value of engagement in teaching and learning. Outcomes from the ongoing pilot to date emphasise the importance of teacher presence and clear instruction in valuable engagement when using Annoto in a module. Feedback from lecturers participating in the pilot is positive and CAT will renew the use of Annoto for engagement in courses in 2023.

In collaboration with the Centre for Academic Staff Development (CASD), CAT hosted initiatives to train new staff, introducing them to the online teaching and learning environment. The CAT team also visited

⁶ Executive deans include the Dean of the Johannesburg Business School.



departments and hosted just-in-time webinars/workshops. Between February and November 2022, 293 interventions were hosted, with 5 924 staff members attending.

To further support staff, all staff were enrolled in the UJ Online Teaching Toolkit (CM0002), available on Blackboard. The online module provides staff with a toolkit for teaching and learning online. They can explore the easy search solution, the FAQs section, the simulated learning design guide, and participate in the interactive elearning activity list.

Student support for success

In addition to the support for online learning driven by CAT, the Academic Development Centre (ADC) continued with its Integrated Student Success Initiative (ISSI). This is a student success initiative that aims to improve student success at UJ in terms of module pass rate, degree completion rate, and dropout rate, with a data-informed process for the most extensive impact. In 2022, ADC and CAT worked closely with the Vice-Dean: Teaching and Learning in each of the faculties to develop and implement agreed interventions for 2023.

This was further underpinned by the UJ First Year Experience (FYE) and Senior Student Experience (SSE) initiatives. The intentionally blended 2022 First Year Orientation (FYO) was planned by ADC in collaboration with UJ faculties and college, support services and CAT. Eight FYO modules (one for each faculty/college) were developed, as well as a full on-campus FYO programme. The modules were used to deliver information included in the FYO to first-time entering students in 2022 and to empower extended orientation through the full first year. In 2022, student engagement in the FYO was excellent, with 75% of first-year students utilising the online modules within the first two weeks and a high level of attendance for on-campus events.

The 2022 FYO was unique, in that not just first-year students were new to campus; 2022 saw the first complete return to campus following the COVID-19 lockdowns. To support all undergraduate students, the FYE Office recruited 105 FYO marshals, strategically placed on all four campuses for the first two weeks of class, and who were widely consulted by returning students. The fully online FYO was also a highly successful event. Following the FYO's implementation, feedback meetings were conducted, and input was collected from all stakeholders to contribute to the 2023 planning.

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

The South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition, a DHET-funded national centre located in UJ's Academic Development Centre, was granted a further R8 million by DHET in late 2021 to continue its work to the end of March 2024. SANRC aims to support South Africa's public universities by providing them with academic knowledge and practical training to help them serve their students effectively in their higher education journeys and thus contribute to student success.

SANRC hosted the 7th Annual SANRC FYE Conference in Cape Town on a hybrid platform and provided universities with capacity-building assistance. Furthermore, SANRC established an advisory group to offer strategic guidance on the new programme of work.

SANRC also strengthened its relationship with its sister organisation, the National Resource Centre (NRC) for the First Year Experience and Students in Transition, based at the University of South Carolina (USC) in the United States. SANRC received assistance from two NRC staff members to lend additional staffing capacity to the growing programme of work. Dr Annsilla Nyar-Ndlovu, SANRC Director, participated in a course on the History, Theory, and Practice of the First Year Experience (FYE), which involved helping students compare FYE programmes and initiatives in the United States and South Africa. SANRC also created a strong online presence to help it connect with the local FYE community at other institutions.

Extended curricula programmes

The extended curriculum programmes have a particular focus on the Doornfontein, Soweto and the Bunting Road Campuses. The Access wing of the Academic Development Centre taught approximately 625 first-year students enrolled in the Faculties of FEBE and the Humanities, as well as CBE, in diploma and degrees, throughout the year. All 16 extended curriculum groups achieved success rates of 86% and above, while the success rates of extended diploma offerings reached their highest level (88,6%) since 2009. In the first year of



the FEBE extended degree offerings, the success rate was 89%, while the extended diploma offerings in CBE and Humanities achieved success rates of 89% and 80%, respectively.

Online enrichment modules for students

CAT continued to manage special projects that involve the design, development, and administration of short learning programmes (SLPs). These programmes are open, free of charge, to all UJ students, staff and members of the public. African Insights (AI1), introduced in 2017, had amassed 31 525 cumulative completions by the end of 2022. Similarly, Artificial Intelligence in the 4th Industrial Revolution (AI2), launched in 2020, had garnered 12 756 cumulative completions in 2022. CAT also developed two new short learning programmes (SLPs) for the UJ community and the public. The first SLP, Introduction to Sustainable Development Goals, was launched in August 2022. The second SLP, Financial Literacy, was developed in partnership with the Department of Finance and Investment Management in the College of Business and Economics. The SLP, entitled Be Money Wise, was launched to UJ staff, students and the public in September 2022. A further innovation was the development of an online postgraduate supervision module, which guides students through the milestones of the postgraduate journey.

UJenius Club

The UJenius Club encourages undergraduate students to strive for excellent academic success while offering a variety of intellectual, social, professional and career development opportunities; it has been running since 2012. In 2022, the UJenius Club accepted 640 senior students, a decrease from the 769 accepted in 2021, but also accepted 1 137 first-year students, many more than the 728 accepted in the previous year. Overall, the number of UJenius students grew from 1 497 in 2021 to 1 777 in 2022.

UJenius students are given priority access to company visits and online networking events due to their status as top-achieving students. Many companies seek to recruit these students, and UJ facilitates this process by forwarding such requests to the UJenius Club. This collaboration is mutually beneficial, as students are made aware of job openings, and companies gain direct access to high-performing individuals.

In addition, the UJenius Club was used as a pilot group for a job search platform for UJ students. Approximately 300 UJenius club members registered on the platform, giving companies interested in recruiting top achievers direct access to these students. This project will continue in 2023 and is expected to expand.

Another initiative launched in November 2022 was the UJenius Alumni Affinity Group. An invitation was extended to 1 067 UJenius alumni dating back to 2019, and the event was hosted by the UJenius Club in collaboration with the Alumni Office. The group provides a platform for UJenius members to network with one another, recruit top-achieving graduates, and become more involved in the Club. The group also offers opportunities for alumni to act as mentors for current UJenius students.

Quality promotion

Institutional audit – site visit

Following submission of a well-developed self-evaluation report at the start of 2022, the institutional audit visit to UJ by the Council on Higher Education (CHE) took place from 16-20 May 2022. The hybrid site visit to UJ's four campuses ran smoothly and the audit panel commented in its verbal feedback on the excellent participation by staff and students. The panel's feedback to the University management was positive. The University received the draft report for comment on 15 February 2023.

Internal programme reviews

In 2022, 12 internal programme reviews were completed across the College of Business and Economics (CBE), Faculty of Art, Design and Architecture (FADA), Faculty of Engineering and the Built Environment (FEBE), and Faculty of Humanities. The 12 reviews surveyed diploma and advanced diploma programmes, three coursework master's programmes, and one undergraduate degree. An additional 11 programme reviews that were initiated in 2022 (in CBE, FADA, Humanities and Law) will be completed in the first semester 2023. Programme reviews are comprehensive and engage all staff on the programme as well as external academic and industry representatives.



Professional body accreditations and reviews

Continued support for professional body processes was provided to the Faculty of Health Sciences in Optometry and Nursing Science. Additionally, four departments in FEBE were visited by the Engineering Council of South Africa (ECSA). In Humanities, the Health Professions Council of South Africa (HPCSA)'s visit focused on a Master's in Industrial Psychology.

Review of UJ research entities

The last phase of reviewing UJ research centres and institutes was concluded in 2022. The entities reviewed included the Confucius Institute, the Johannesburg Institute for Advanced Studies (JIAS), Visual Identities in Art and Design (VIAD), the Centre for Education Rights and Transformation, the Mineral Processing and Technology Research Centre, the Laser Research Centre, the Water and Health Research Centre, and the Centre for Social Development in Africa. The review of the Ali Mazrui Centre for Higher Education Studies (AMCHES) was initiated in 2022 and will conclude in 2023.

Programme development

The Centre for Academic Planning and Quality Promotion (CAPQP) oversees programme and curriculum development and ensures compliance with regulatory structures external to the University. The programme working group undertakes this work prior to submission of new academic programmes for internal approval by Senate. Extensive training was held on the new Higher Education Quality Committee (HEQC) application process and the use of the Academic Planning Tracking System (APTS).

CAPQP's academic planning team submitted three new programme accreditation applications to the CHE in 2022, including two external amendment applications. In terms of approvals, the following can be reported:

- DHET approved six PQM applications (four new and two amendments).
- The HEQC approved amendments as follows: one title change, and ten newly accredited programmes.
- The University received two conditional accreditations from the CHE. Of the five nursing postgraduate diplomas, three are now fully accredited with one awaiting full accreditation status after the outstanding South African Nursing Council (SANC) letter was submitted. The remaining 'prior to commencement' condition awaits an outstanding SANC letter.
- A wide variety of specialisations in the multidisciplinary Master of Philosophy and Doctor of Philosophy degrees, accredited in 2020 and approved in 2021, were implemented across faculties in 2022.
- SAQA has registered nine new qualifications for UJ.

Curriculum transformation

All faculties report annually on their efforts to transform curricula. Curriculum transformation and renewal focus on three broad areas: ensuring that UJ graduates are 4IR-ready; decolonising curriculum, pedagogy, and research; and integrating the sustainable development goals across the academic project. UJ academics contribute to popular and academic debates on current issues, extending the University's culture of enquiry and debate into its communities and stakeholders. Additional areas of critical engagement include gender-based violence (GBV), the focus on women in STEM, and enhancements to the development of scholarship in and of African languages. As a contact learning institution, UJ emphasises the importance of interactions between lecturers and students, augmenting classroom-based interaction with online support. Contemporary societal needs will continue to integrate into how faculties deliver on their mandates across teaching and learning, community engagement and research. This is demonstrated by programme development in areas such as Mythology and Ancient Cultural Studies, Quality Engineering, Innovation and Development, Digital Transformation, Afrikaans Creative Writing, Sports Management and Children's Literature. An additional five new programmes, including a Master of Quality Engineering, a Master of Science in Data Science, and a Master of Science in Machine Learning, demonstrate that UJ remains at the cutting edge of these developments.

Teaching Innovation Fund

In February 2022, a call was issued for faculties and departments to submit project proposals to be considered for the Teaching Innovation Fund. A total of 29 projects were funded in 2022. Of the 29 projects, four are from CBE, one from CAT, two from Education, nine from FADA, two from FEBE, one from Faculty of Health



Sciences, three from Humanities, one from Law, five from Science and one jointly from CBE, Humanities and Law. All 29 projects funded for the 2022 academic year submitted their progress reports to the Division, and a comprehensive report was submitted to the URC.

Under my leadership (at the time as DVC: Academic), the Division for Teaching Excellence (DTE) released its second publication, showcasing these teaching and learning innovations, titled ***Teaching Innovation for the 21st Century: Showcasing UJ Teaching and Learning 2021***. In this volume, of the 19 projects presented, the majority were funded from the 2021 Teaching Innovation Fund.

Academic staff development

Symposia and masterclasses

In 2022, the Division organised sessions in the form of masterclasses and Connect@1 sessions. These are aimed at creating an enabling environment that provides academics with conditions to support teaching and learning while also enhancing their wellbeing. A total of 41 sessions were conducted in 2022 with 2 500 academics in attendance.

- 30 sessions organised as part of masterclasses, Mini Academic Bootcamp series, Heritage Series, and Women's Month celebrations.
- Five sessions organised under the theme 'The Beautiful Ones Are Not Yet Born: The Academic Journey'.
- Six Connect@1 sessions organised.

In addition, ongoing support for academic staff is led by the Centre of Academic Staff Development. This includes the following programmes.

Academic Preparation Programme (APP)

Two sessions were held in 2022, on 26 to 28 January (Semester 1) and 12 to 14 July (Semester 2). After the academic preparation programme for staff new to UJ, CASD facilitated 19 follow-up workshops on various topics of relevance in the higher education sector over the course of the first semester, and eight follow-up workshops during the second semester. CASD has facilitated 32 workshops on ongoing professional development for approximately 1 400 academics and five sessions for HODs in 2022.

HOD induction workshop

The HOD induction workshop sessions were held during March 2022, with 41 participants attending these sessions. Three follow-up workshops addressing the following were conducted: Managing Department Finances, Human Capital Matters, and the Importance of SLPs. During the second semester these topics were repeated.

Postgraduate Diploma in Higher Education (PGDipHE)

This programme showed promising growth, and in 2022, the CASD had the largest number of students (32) enrolled for the PGDipHE since inception of the offering at UJ. Nineteen students completed the programme in 2022.

Teaching and module evaluations

In 2022, the CASD generated a total of 1 516 student evaluation reports for taught programmes. In addition, 146 supervision reports were compiled. Development of the in-house, app-based evaluation system was completed in 2022 and will be launched at the beginning of 2023. To allow for more in-depth evaluation of teaching, student evaluations are increasingly being complemented by peer observation reports: 34 such reports from different faculties were received and reviewed during 2022.

Teaching portfolios

All staff applying for promotion are required to submit a comprehensive teaching portfolio, which is an important tool in their engaging in the scholarship of teaching and learning and becoming reflective practitioners; support is offered by CASD. A total of 91 portfolios were submitted to the Teaching Portfolio Assessment Committee, in preparation for submission of promotion applications to Senex in 2023.



Blended tutoring development

Tutor training continued to follow the College Reading and Learning Association (CRLA) accreditation criteria. It was offered through a blended approach, comprising both synchronous and asynchronous self-paced training. In 2022, 38 synchronous training sessions were offered and 1 570 tutors were trained. Given the importance of tutors in teaching and learning, CASD introduced a top tutor award for the best tutors in each faculty in recognition of the role they play in promoting student success at UJ. Top tutor awards were given to 47 tutors across faculties.

Global recognition and university rankings

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

In 2022, UJ performed very well in a variety of global, regional, and subject ranking systems. See Table 1.

Table 1: University rankings outcomes 2018-2022

RANKING SYSTEM		2018	2019	2020	2021	2022
GLOBAL	THE WUR	601-800 #5 in SA	601-800 #6 in SA	601-800 #7 in SA	601-800 #7 in SA	601-800 #6 in SA
	QS WUR	551-560 #4 in SA	501-510 #4 in SA	439 #3 in SA	434 #3 in SA	412 #2 in SA
	BGUR	397 #5 in SA	366 #5 in SA	378 #5 in SA	417 #5 in SA	421 #5 in SA
	URAP	627 #6 in SA	647 #6 in SA	603 #6 in SA	592 #6 in SA	537 #6 in SA
	ARWU	601-700 #6 in SA	601-700 #6 in SA	601-700 #6 in SA	601-700 #5 in SA	401-500 #5 in SA
	CWUR	790 #6 in SA	761 #6 in SA	706 #6 in SA	674 #6 in SA	629 #6 in SA
	WEBO-METRICS	850 #6 in SA	826 #6 in SA	778 #6 in SA	711 #6 in SA	663 #6 in SA
REGIONAL	THE EEUR	92 #6 in SA	99 #6 in SA	118 #7 in SA	116 #7 in SA	117 #8 in SA
YOUNG	THE YUR	101-150 #2 in SA	151-200 #2 in SA	151-200 #3 in SA	173 #4 in SA	179 #4 in SA

Where, **WUR**: World University Rankings, **THE**: Times Higher Education, **QS**: Quacquarelli Symonds, **BGUR**: Best Global Universities Rankings, **URAP**: University Ranking by Academic Performance, **ARWU**: Academic Ranking of World Universities, **CWUR**: Center for World University Rankings, **EEUR**: Emerging Economies University Rankings, and **YUR**: Young University Rankings.

Global rankings

- In the 2023 *Times Higher Education (THE) World University Rankings*, released on 12 October 2022, UJ retained its position in the 601-800 band globally, for the seventh consecutive year, and was ranked joint sixth in South Africa, up from joint seventh in the previous year.
- In the 2023 *QS (Quacquarelli Symonds) World University Rankings*, released on 8 June 2022, UJ climbed 22 places from position 434 to an all-time high of 412 in the world, moving up from third into second place in South Africa and on the African continent for the first time.
- In the 2022-2023 *US News & World Report's Best Global Universities Rankings (BGUR)*, released on 25



October 2022, UJ placed in the top 500 universities in the world, at position 421, and at fifth place in South Africa.

- In the 2022-2023 *University Ranking by Academic Performance (URAP) World Ranking*, released on 28 November 2022, UJ climbed 55 places from position 592 to 537 in the world, retaining sixth place in South Africa.
- In the 2022 *Academic Ranking of World Universities (ARWU)*, or the *Shanghai Ranking*, released on 15 August 2022, UJ climbed 120 places from position 607 to 487 in the world, moving up from the 601-700 band into the 401-500 band globally, and retaining fifth place in South Africa.
- In the 2022-2023 *Center for World University Rankings (CWUR)*, released on 25 April 2022, UJ climbed for the fifth year running by 45 places from position 674 to an all-time high of 629 in the world, retaining sixth place in South Africa.
- In the 2022 *Ranking Web of Universities*, or the *Webometrics Ranking of World Universities*, released on 4 August 2022, UJ climbed 48 places from position 711 to its highest-ever position of 663 in the world, retaining sixth place in South Africa. The University has not declined once in this ranking, consistently climbing every year since it first appeared.
- In the 2022 *Times Higher Education (THE) Young University Rankings*, released on 15 February 2022, UJ retained its position among the top 200 universities in the world younger than 50 years, ranked at position 179.

Sustainability and impact rankings

In the 2022 Times Higher Education (THE) Impact Rankings, the fourth instalment, released on 27 April 2022, UJ was ranked overall, for the third time, at position 69 in the world, up 23 places from 92 in the previous year. UJ was placed first in South Africa (of the nine universities in the country that participated) and second on the African continent. This global ranking of sustainability, impact and innovation is based on the 17 United Nations' Sustainable Development Goals (SDGs). Individual ranking tables for each of the 17 SDGs are also produced. UJ was ranked in the top 100 universities in the world for seven SDGs with a notable third place in the world for SDG 1: No Poverty, and eighth place in the world for SDG 8: Decent Work and Economic Growth. The other SDGs in the global top 100 were SDG 2: Zero Hunger (95), SDG 4: Quality Education (39), SDG 5: Gender Equality (40), SDG 10: Reduced Inequalities (49), and SDG 12: Responsible Consumption and Production (68).

In 2022, QS (Quacquarelli Symonds) introduced a new ranking that similarly focused on environmental sustainability and social impact, with ranking indicators designed to measure a university's ability to tackle the world's greatest environmental, social and governance (ESG) challenges. This newest addition to university ranking systems of this type demonstrates the growing interest in and importance of universities' contribution to sustainability and societal impact. In the inaugural (pilot) edition of this new ranking, the 2023 QS (Quacquarelli Symonds) Sustainability Rankings, released on 26 October 2022, UJ was ranked for the first time in the 171-180 band globally, placing second in South Africa and on the African continent, among the 700 universities that featured in this first iteration.

Subject rankings

The 2022 outcomes for the various subject ranking systems are shown in Table 2.

In the 2023 *Times Higher Education (THE) World University Rankings by Subject*, released on 25 October 2022, UJ was ranked in all eleven *THE* subjects. The outcomes are shown in Table 2. Gains were made in three subjects: Psychology (up a band from the 301-400 to the 251-300 band globally), Education (up a band from the 301-400 to the 251-300 band globally), and Business and Economics (up a band from the 501-600 to the 401-500 band globally).

In the 2022 *QS (Quacquarelli Symonds) World University Rankings by Subject*, released on 6 April 2022, UJ was ranked in eleven QS subjects, up from ten in the previous year. The outcomes are shown in Table 2. UJ debuted in Hospitality and Leisure Management in the 101-150 band globally and was ranked number one in South Africa.

In the 2022-2023 *US News and World Report's Best Global Universities Rankings (BGUR) Subject Rankings*, released on 25 October 2022, UJ was ranked in ten *BGUR* subjects, up from nine in the previous year. The outcomes are



Table 2: Subject rankings outcomes in 2022

THE Subject Rankings	QS Subject Rankings	BGUR Subject Rankings	GRAS
Law: 176-200 , #3 in SA	Hospitality & Leisure Management: 101-150 , #1 in SA	Social Sciences & Public Health: 168 , #3 in SA	Hospitality & Tourism Management: 9 , #1 in SA
Psychology: 251-300 , #2 in SA	English Language & Literature: 251-300 , #4 in SA	Chemistry: 227 , #1 in SA	Public Administration: 151-200 , #1 in SA
Education: 251-300 , #3 in SA	Education & Training: 301-350 , #4 in SA	Physical Chemistry: 231 , #1 in SA	Sociology: 151-200 , #1 in SA
Social Sciences: 251-300 , #3 in SA	Economics & Econometrics: 351-400 , #3 in SA	Geosciences: 246 , #3 in SA	Education: 201-300 , #1 in SA
Arts & Humanities: 301-400 , #4 in SA	Chemical Engineering: 351-400 , #5 in SA	Physics: 292 , #3 in SA	Earth Sciences: 201-300 , #2 in SA
Life Sciences: 401-500 , #3 in SA	Agriculture & Forestry: 351-400 , #6 in SA	Plant & Animal Science: 407 , #6 in SA	Geography: 201-300 , #2 in SA
Business & Economics: 401-500 , #4 in SA	Environmental Sciences: 401-450 , #5 in SA	Engineering: 415 , #2 in SA	Management: 301-400 , #1 in SA
Engineering: 501-600 , #4 in SA	Chemistry: 451-500 , #2 in SA	Environment/ Ecology: 467 , #8 in SA	Political Sciences: 301-400 , #1 in SA
Computer Science: 601-800 , #2 in SA	Physics & Astronomy: 451-500 , #3 in SA	Computer Science: 566 , #2 in SA	Physics: 301-400 , #2 in SA
Clinical & Health: 601-800 , #7 in SA	Mechanical, Aeronautical & Manufacturing Engineering: 451-500 , #5 in SA	Materials Science: 579 , #2 in SA	Chemical Engineering: 401-500 , #2 in SA
Physical Sciences: 601-800 , #9 in SA	Medicine: 601-650 , #8 in SA		

shown in Table 2. Gains were made in six subjects: Social Sciences and Public Health (up 53 places from 221 to 168 in the world), Physical Chemistry (up 27 places from 258 to 231 in the world), Physics (up 37 places from 329 to 292 in the world), Plant and Animal Science (up 27 places from 434 to 407 in the world), Environment/ Ecology (up 15 places from 482 to 467 in the world), and Materials Science (up 12 places from 591 to 579 in the world). UJ debuted in Computer Science at position 566 in the world. UJ was ranked number one in South Africa for Chemistry and Physical Chemistry.

In *Shanghai Ranking's 2022 Global Ranking of Academic Subjects (GRAS)*, released on 19 July 2022, UJ was ranked in ten GRAS subjects. The outcomes are shown in Table 2. Gains were made in two subjects: Hospitality and Tourism Management (up nine places from number 18 to number nine in the world), and Management (up a band from the 401-500 to the 301-400 band globally). UJ was ranked number one in South Africa for six subjects: Education, Hospitality and Tourism Management, Management, Political Sciences, Public Administration, and Sociology.

UJ staff – partners in all UJ achieves

Institutional staffing profile

UJ overall workforce as of 31 December 2022

Over the past five years, the numbers of both academic and research staff and support staff have fluctuated somewhat. Between 2021 and 2022, the overall headcount increased by almost 100.



Table 3: UJ workforce over the past five years

	2018	2019	2020	2021	2022
Academic and research staff	1 222	1 283	1 270	1 264	1 283
Support staff	3 105	3 080	3 048	3 029	3 106
UJ Executive Leadership Group	23	23	23	23	24
TOTAL	4 350	4 386	4 342	4 316	4 413

Staff employment equity

With regard to the important theme of employment equity, UJ remains committed to the transformation of the academic staff profile, with the objective of achieving appropriate representation in terms of population group and gender across all levels within the institution. Demographic representation at all levels is carefully monitored.

Table 4: UJ equity profile

UJ Equity Profile 2022												
EE Cat	Female					Male					TOTAL	Disabled
	Black	Coloured	Indian	White	Intl.	Black	Coloured	Indian	White	Intl.		
Academic	217	35	90	221	69	224	26	55	178	168	1 283	15
Executive	7	4	1	2		5		1	3	1	24	1
Support	1 170	127	88	223	16	1 302	39	20	101	20	3 106	34
GRAND TOTAL	1 394	166	179	446	85	1 531	65	76	282	189	4 413	50

Consideration of five-year trends (2018 to 2022) shows that progress has been made in advancing equity, both in terms of race and of gender. The black academic and research staff component has increased from 44,6% in 2018 to 51,1% in 2022; and female academic and research staff have increased from 49,02% in 2018 to 49,5% in 2022. Notably, during this time, there has been a 20,17% increase in the number of female black academic and research staff.

Regrettably, as regards the appointment of disabled staff, UJ is still below the sector target of 2%, having achieved 1,1% in 2022.

Academic and research staff promoted in 2022

In terms of academic and research staff promotions, Senex approved 85 promotions in 2022 compared to 70 promotions in 2021 and 2020, respectively, and 50 in 2019. Of the number of staff promoted, 34 were female, and 51 were male. A total of 33 were promotions from the designated groups and 52 from the non-designated group, of whom 26 were white, and 26 were international.

Online Performance Management (PM)

With the successful implementation of the online PM system in 2021, the enhancements for 2022 were developed, tested, and implemented for 2022. The enhancements were based on the suggestions and recommendations of the broader UJ community, which provided their inputs during the 2021 performance year.

The 2022 year saw a greater usage of the PM system. The following was achieved during the contracting (99,3%), mid-term review (96%), and final assessment (99%) phases. A greater maturity was also noted in PM



as a process and in the usage of the online system. KPIs were refined by faculties and divisions to align with the actual performance by employees.

Transformation initiatives within the staffing domain

DTE coordinated several important programmes focusing on academic staff.

Accelerated Academic Mentorship Programme (AAMP)

The Accelerated Academic Mentorship Programme seeks to support academic staff in working towards promotion, with a special focus on women and designated staff, with the goal of building a transformed professoriate. Participation in the AAMP continued to increase throughout the year with an additional 101 new academics joining the AAMP programme in 2022, increasing the total number of AAMP members to 536. This is the most significant growth in terms of new members the programme has witnessed.

In March 2022, DTE organised a meeting with the vice-deans to discuss AAMP and its offerings. A benchmark questionnaire was issued in March/April 2022 to evaluate the programme and its offerings. A total of 371 participants completed the questionnaire. The report demonstrated that the programme remains popular among UJ academics and that most participants have derived value from being part of the programme.

In terms of training, a total of 26 AAMP workshops on various topics were conducted, mainly focusing on preparation for NRF rating, doctoral completion, research, and teaching and learning portfolio development. Two group coaching sessions were conducted and attended by 1 133 participants. In the second semester of 2022, DTE initiated one-on-one NRF-rating consultative meetings with an NRF-rating specialist for academics planning to apply for a rating in the next call in 2023. A total of 29 AAMP participants participated in the sessions. Additionally, a total of 24 writing circle sessions, attended by 42 AAMP Level 1 participants who were in the process of completing their doctorate were organised. These were facilitated by senior professors. Six three-day AAMP writing retreats, facilitated by Dr Christel Troskie-de Bruin and Prof Ruth Albertyn, were held in February, April, June, September, October, and November.

In terms of doctoral completion, the data show that 55 AAMP participants had been able to complete and were awarded their doctorates between 2019 and 2022. Furthermore, the total number of AAMP participants promoted between 2017 and 2022 is 208. Participants have reported that funding for teaching relief, conference attendance, the writing retreats, and other capacity development workshops has contributed to their completing their doctorates and publishing articles in accredited journals from which the University received government subsidy. A total of 158 papers in the form of conference proceedings, book chapters, and journal articles have been published by AAMP participants between 2017 and 2022.

New Generation of Academics Programme (nGAP)

In 2022, the implementation of the nGAP progressed well with several highlights. DTE coordinated the submission for the nGAP Phase 9 call. A total of eight applications were submitted to DHET, and the University is awaiting the outcome from DHET. UJ was allocated five more nGAP posts for Phase 8, and these posts were approved and advertised. The nGAP Phase 8 appointment process is well under way; out of the five allocated positions, four have been approved by DHET and the incumbents are in the process of being appointed. One post has been readvertised and the interviews are scheduled for later in February.

The nGAP continues to contribute towards increasing the number of staff with doctorates at UJ. A total of 13 nGAP scholars are in possession of doctorates. Three were appointed who already have doctorates, three graduated in 2021, and seven completed towards the end of 2022. Of the seven, two graduated in 2022, and five will graduate during the 2023 graduation season.

In 2022, DTE organised two one-on-one check-in meetings with each nGAP scholar in the first and second semesters to assess their progress. The nGAP scholars are continuing to receive one-on-one coaching in 2023, as this has proven successful in previous years. The one-on-one sessions are designed specifically to support and challenge doctoral candidates to grow and improve their life-work balance, while also holding them accountable for reaching their goals. A total of 56 one-on-one nGAP check-in meetings were organised in the first and second semesters of 2022. One further group coaching session was organised for nGAP scholars



in March 2022. Lastly, two writing retreats, facilitated by Dr Christel Troskie-de Bruin, were organised for the nGAP lecturers in the first semester of 2022.

A booklet showcasing UJ nGAP scholars has been compiled and designed for publication on UJ media platforms. As part of the 2021/2022 financial year reporting, 28 nGAP narrative reports and financial audit reports were developed and submitted to DHET. At the end of 2022, three nGAP scholars resigned from UJ, leaving UJ with 26 filled positions.

Assistant Lecturers

The Assistant Lecturers (AL) Development Programme is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort in terms of race and gender, and to assist in departments with high enrolments and an unfavourable staff/student ratio. The implementation of the AL programme progressed well in 2022, with 75 posts filled by December 2022. In August 2022, the MEC granted approval of funding to support an additional 25 AL positions for the University at a total cost of R18 750 000 over a three-year period, bringing the total number of ALs to 100. The filling of the 25 additional AL posts began in December 2022, and a total of 24 posts have already been filled.

DTE organised the first physical engagement for ALs on 29 August 2022, with a total of 53 participants attending. The meeting provided the Division with an opportunity to outline the long-term objectives of the programme to the ALs, present and discuss topics relevant to teaching and learning in higher education, address issues of quality matters for academics, and give pointers to their establishing themselves as successful teachers in higher education. The ALs are constantly invited to attend and participate in all sessions and workshops organised by DTE. Additionally, as part of their professional development, the ALs were provided with two professional group coaching sessions.

Future Professors Programme

UJ/DTE is the lead implementer of the National Future Professors (FPP) Phase 2 programme, a DHET project that prepares promising academics to become a new cohort of South African professors. A total of R70 229 574 had been allocated for the implementation of the FPP Phase 2. Cohort 1 has 28 academics from across the higher education sector participating in a 24-month intensive programme.

The FPP Phase 2 project team developed a comprehensive 12-month working plan for implementation of Year 1 of the programme. Programme components were organised to maximise contact with participants while allowing space for the integration of new learning into their existing knowledge. As part of the regular support and engagement offered to participants, the project team organised three informal 'coffee and catch-up' sessions to discuss progress, emerging interests and needs, and general feedback with participants. This was coupled with 11 'brown bag' sessions and four workshops, which drew in expert scholars to discuss important issues in higher education with participants, relevant to the core themes of the programme. A one-day hybrid session was held in October 2022 – 'Galaxy of the Stars' – where five NRF A-rated scholars spoke about their academic journeys and lessons learned, and answered participants' questions. A highlight of 2022 was a session with Prof Abdulrazak Gurnah, the winner of the Nobel Prize in Literature 2021.

Another important component of the FPP programme is the leadership programme coordinated in partnership with the Johannesburg Business School. The Leader Labs are designed to build and entrench contextual intelligence, leadership competence and self-awareness in preparation for the professoriate. Each of the 28 participants has an assigned coach and a mentor as additional support mechanism over and above the assigned FPP academic advisor and FPP team.

Nurturing Emerging Scholars Programme (NESP)

The implementation of the NESP programme progressed well in 2022. Three NESP Phase 1 scholars have completed their master's and have started with their one-year internship programme, which will end at the end of 2023. In 2022, DTE organised eight one-on-one check-in meetings for Phase 1 scholars in the first and second semesters to assess their progress. Towards the end of 2022, one Phase 1 scholar left the programme due to medical reasons.

In 2022, DHET allocated UJ three posts for NESP Phase 2 (Chemical Sciences; Urban and Regional Planning; and Civil Geotechnical), bringing the total of UJ scholarships to seven. The internal application process for



the allocated NESP Phase 2 scholarships was carried out and completed in 2022. DHET approved one NESP Phase 2 scholar who has signed a contract and commenced her master's degree in 2023. We are awaiting the confirmation of the remaining two scholars by DHET. As part of the 2021/2022 financial year reporting, four NESP audit and narrative reports were compiled and submitted to DHET.

Participation in HELM programmes

DTE coordinates internal UJ application processes for participation in the various programmes offered by the Universities South Africa (USAf) through the Higher Education Leadership Management Programme (HELM). This is done by inviting faculties to submit nominations for participation in the programmes. Two UJ staff members participated in the HELM Women in Leadership (WiL) Programme in 2002.

Teaching Advancement at Universities (TAU) Fellowship Programme

The Director of CASD is national coordinator of TAU, a nation-wide intervention that seeks to advance teaching quality through developing leaders in teaching and learning across all public higher education institutions. In 2022, a further 48 participants from almost all South African HEIs (including two UJ participants) completed the programme to become TAU fellows responsible for driving teaching and learning initiatives. The fourth cohort with 53 participants began the programme in July 2022.

Leadership development programmes

UJ Young Leaders Development Programme (UJYLDP)

– ‘Developing our young leaders today ... for tomorrow’

The UJYLDP involves the empowerment and preparation of young leaders to be social change agents by developing their understanding of others and their own self-awareness of their roles and responsibilities as leaders in different contexts. The aim of this six-month programme is to help participants to develop a basic understanding of what it takes to be a masterful leader. Three masterclasses were held with participating students to expose them to well-known leaders, to allow them to learn more about practical, real-life leadership experiences. In 2022, 40 participants successfully completed the programme – 15 males and 25 females.

UJ Women in Leadership Development Programme (UJWLDP)

The UJ Women's Leadership Development Programme (UJWLDP) has been running since 2016; it has become one of the institution's flagship development programmes. A successful graduation ceremony was held at JBS Park on 4 November 2022. After hard work and dedication, 18 delegates completed the programme.

360° Leadership Assessments

The University launched a further 360° Leadership Development Assessment for the Executive Leadership Group (ELG) and Senior Leadership Group (SLG). The leadership was provided with feedback and input on their perceived leadership styles and how they could enhance their leadership.

Transforming UJ's culture

Theme One of the Institutional Transformational Plan addresses institutional culture: 'Creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven'. Diversity and inclusion play a critical part in the UJ culture. Through diversity, students and employees are able to learn from the differences and similarities that exist within the community. It is imperative that all students and employees feel that they belong and are fully part of our institution; inclusion ensures wellbeing and encourages engagement. Cultural transformation is underpinned by seminal policy, including the UJ Gender Equity Framework, the UJ Bullying, Harassment, Sexual Harassment and Rape Policy and the UJ Anti-Xenophobia Policy.

UJ has been running biennial culture surveys to assess the experiences and attitudes of institutional staff. The latest iteration of the UJ Culture Survey ran from November 2021 and officially closed on 28 February 2022. The Transformation Unit scheduled feedback sessions with all the key stakeholders in the institution, where respective reports were shared with each faculty and division. The process of sharing the survey results included quantifying the institution's feedback and engaging leadership and staff members on how to create a positive culture free from blaming, bullying and other related limiting themes; and in this way working towards a culture that promotes collegiality and living by the institution's values.



Further core themes addressed by the Transformation Unit during 2021 included ethics, gender equity, and GBV. 'Ethical foundation' is one of the institution's core values. UJ's commitment in this regard includes investigation and interrogation of the ethics of a digitised world: the world of the future we are contributing to building must not only be exciting, but also just and fair. The draft Ethics Charter, developed under the aegis of the MEC Transformation Committee with widespread consultation and consideration by a range of committees, was submitted to Council for final approval and implementation in 2022. MEC and ELG members were handed A1-sized Ethics Charter posters to commit themselves to promote ethical behaviour within their division/faculty and the institution by signing the posters.

GBV remains a cause for serious concern, with 42 incidents reported to the Transformation Unit, which is similar to the number reported in 2021. It is noted that in 2022 fewer cases involved UJ personnel; and that a rise in cases appears to be regularly associated with students leaving and returning to campus. GBV was addressed in staff training, for instance of PsyCaD interns, and in particular with Protection Services staff, campus managers, shift managers, and security officers, to equip them to deal appropriately with cases. GBV was also thematised in a series of podcasts. Numerous activations across the UJ campuses were conducted to promote the GBV Reporting Tool to the UJ community. The University completed the development of the GBV and Sexual Diversity (LGBTIQ+) e-learning module, on which all staff are to be enrolled.

Maintaining an optimal work environment for staff

Staff health and wellness, beyond COVID-19

In addition to the more recent COVID-19 arrangements to ensure employee safety, UJ has long paid careful attention to optimising the safety, health and wellness of staff. To this end, two units work in partnership. The Occupational Health Practice is aimed at the prevention of health effects on the *employee* due to occupational exposure. The Occupational Safety Department ensures a safe physical *environment* for persons (staff, students and visitors) in connection with the exposure to hazards and risks associated with their daily activities.

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

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Facilities Management and the Occupational Safety Department. The majority of assessments were achieved during 2022 and considerable work was undertaken in addressing occupational safety risks. Further details can be found in Section Seven of this Annual Report.

In addition, HR offers a UJ Employee Wellness Programme, which focuses on promoting, improving, and optimising the health, wellbeing, and high performance of UJ employees. Some of the services are outsourced to an external service provider, Life Health Solutions, and other services are rendered internally by the Human Capital Management Wellness team. Numerous workshops focusing especially on stress management, burnout and resilience were presented and well supported by staff.

Maintaining an optimal learning and environment and student experience

Enhancements in student life-cycle management

CAA has maintained its national leadership role in the use of technology to support the student life cycle, by means of regular developments and enhancements of the student data system. The current student data system is Integrator 4 from Adapt IT, the latest available system, which is integrated with other systems, like the Celcat system for timetable optimisation, Perceptive Content (document management and storage system) and Blackboard (learning management system).

The online applications process was improved with the automation of selections of undergraduate applications using the criteria supplied by the faculties. A database of unsuccessful yet qualifying applicants



was developed to use as a selection list in case enrolment targets were not met. Applicants received an automated response (acknowledgement of receipt) after submitting the application. The total number of headcount applicants has grown substantially over five years, from 191 342 in 2017 to 384 784 in 2022. Management also decided to extend, on a permanent basis, the closing dates for applications to both the undergraduate and postgraduate programmes to 31 October annually.

For the first time, since receiving final Grade 12 results electronically each year from the Department of Basic Education, CAA was now also able to download the re-marked matric results for the February 2022 and June 2022 groups of students. This enables the University to automatically complete selections for thousands of applicants who previously had to submit hard copies of their results. CAA also developed the system functionality to automatically recalculate an endorsement where an applicant had multiple matric sittings. CAA also enhanced the automated selection process for honours, tutored master's degrees, and undergraduate international applicants.

Some significant improvements have also been made to the Mobi Late Enquiry system. The new system enhancements include the automatic exclusion of applicants with previous studies, the collection of email addresses for automated communication regarding the outcome of the submitted enquiry as well as a call centre dashboard to assist the call centre with enquiries.

On the morning of 21 January (for the available 10 791 first-year undergraduate places), every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. More than 350 000 admission letters (first and second choices) were released. Anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme had to use the late enquiry system. This system was made available from 21 January for six days. In total, 282 845 people utilised the late enquiry system, with 36 775 being able to log a formal enquiry via the online system. They were also assisted by the UJ chatbot (MoUJi) and by the call centre (with 70 additional temporary assistants).

Comprehensive risk mitigation strategies were established for registration, focusing on online services. With the later-than-normal release of the Grade 12 results, the registration system was enhanced to facilitate quotas for the different student categories, in order to reserve spaces for first-year students in programmes. The registration quota system was enhanced even further to cater for the different student categories (e.g. first-time entering, transfer, new, continuing) on a local and international student level. This system has proven to be extremely beneficial in managing registrations, which correlate 100% with our enrolment planning.

Most academic modules opted to return to the campuses for summative assessments during 2022. Over the past few years, the Management of Assessment Marks System (MAMS) and Submission of Assessment Papers Secured System (SAPSS) have increased the governance of assessments, marks and assessment related logistics while reducing the risk of storing assessment papers for the University. In 2022, with the return of more on-campus assessments, two further significant developments were implemented on the MAMS system: the automated randomisation of the three submitted assessment papers; and a similarity index report.

The Assessment Department has also implemented a central control room with several screens linked to the security cameras in the assessment venues. Through a small central pool of invigilators, the Department now also monitors students writing assessments in the venues for transgressions. This initiative has proven to be successful, with several students being caught transgressing assessment rules.

With the easing of restrictions on public gatherings, which had been implemented due to the COVID-19 pandemic, the University hosted in-person graduation ceremonies during 2022 for the year's graduates, and also stage-crossing ceremonies in the same format as graduations, for the graduates who had graduated virtually in 2020 and 2021 due to the pandemic.

CAA implemented enhanced security features in the form of blockchain-based certificates with QR codes for all graduates in 2022. This enables the code to be scanned with a smartphone to verify whether the certificate has been legitimately issued by UJ and whether all the information displayed on the certificate is correct. UJ was the first South African tertiary institution to use blockchain technology to add additional security measures to its certificates as protection against alteration or falsification.



Student living and learning

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

Student Affairs provided excellent housing for postgraduate students, as well as the space and resources necessary to foster excellence in research and innovation. In the year under review, the majority of postgraduate students, as well as a few undergraduate students with clinical or community-based work requirements, chose to stay in residence.

In 2022, UJ could accommodate 40 572 enrolled students both on- and off-campus. Privately owned student housing accounted for 82% (33 098 beds) of all available housing. The occupancy rate for on-campus residences (7 474 beds) was 89% (6 406) and for off campus 46% 18 536 beds.

Student Affairs continued to contribute in terms of encouraging international students to participate in activities by providing a supportive environment for an enriching student experience. In total, 20% of residence accommodation was reserved for international students. This is prescribed by the Policy on Admission and Placement of Students in Residences.

Student Affairs provided support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. A total of 3 047 students benefitted from this Student Meal Assistance Programme. The interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were conducted both online and in person. The University promoted the Student Charter and Qualities of a UJ graduate in order to enhance responsible and ethical behaviour and conduct.

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. In 2022, 483 cases were dealt with; of these, the majority (408 cases) were for academic transgressions, categorised either as plagiarism or as providing and/or receiving unauthorised assistance during assessments. The academic cases were dealt with in close collaboration with the faculties and the college.

The elections for the 2023 SRC, which for the third time at UJ were electronic elections, took place from 5 to 6 October 2022.

Extracurricular activities for students

Further enrichment for students was provided through UJ Sport and UJ Arts and Culture. Sporting codes available at UJ include athletics, cricket, football, basketball, hockey, netball and rugby as elite codes; rowing, sport for students with disabilities, squash and eSport as competitive codes; as well as chess, indigenous games and martial arts for social/mass participation, with the majority of these codes available for both men and women.

The 2022 university sports season was an excellent year for the UJ Sport teams, particularly with the senior women's teams winning several championships. The senior women's rugby and football teams won the Varsity Sports 7s and Football tournaments, respectively. The women's 3x3-basketball team, the men's and women's football teams were crowned champions at the University Sport South Africa (USSA) tournaments, and the men's 5x5 and 3x3 teams won two silver medals in the competition.

The athletics and basketball teams won gold at the Federation of Africa University Sport (FASU) Games in Kenya, and the netball team reached the semi-final of the Varsity Netball tournament. Caitlin Rooskrantz won a bronze medal at the 2022 Commonwealth Games in Birmingham, England, and Ryan Mphahlele won a gold medal in the 1 500-meter distance at the CAA Senior African Athletics Championships in Mauritius.

The Healthy Campus Programme, which seeks to promote student and staff wellness, gained momentum through meetings with various internal stakeholders and the introduction of the monthly UJ Sport newsletter,



web articles and social media posts. UJ was awarded the Gold certification by FISU for its activities including growth of the Healthy Campus programme. The programme seeks to integrate the various support services into one platform by addressing the following pillars: healthy campus management, risk behaviour, disease prevention, nutrition, physical activity and sport, mental and social health, environment, sustainability and social responsibility.

Through the UJ Arts Academy, UJ Arts and Culture offers students from across the institution free access to a dynamic extramural arts and culture programme. Participation in arts and culture offers students an opportunity to explore their creativity and self-expression, it fosters a sense of community, assists with stress management, and often requires students to work in groups, developing transferable skills such as collaboration and communication skills. Additionally, arts and culture expose students to new experiences, cultures, and perspectives that they may not encounter in their academic coursework, and through this broaden their horizons. This can help students develop a more well-rounded perspective and become more open-minded individuals. An extramural arts and culture programme has the potential to provide students with valuable opportunities for personal and intellectual growth and to enhance the overall student experience.

Of the 1 484 students who have registered and auditioned for the UJ Arts Academy and UJ Choir in 2022, 749 participated in activities and programmes. Of this number, 291 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria.

The Unit's extracurricular programme, offered to students from across the institution at no cost, included UJ Choir, drama, dance, photography, and poetry classes and workshops, poetry slam competitions and excursions, and a dance production, titled 'The Marathon', developed by internationally renowned professional dance company, Broken Borders. Arts Academy activities culminated in a weeklong year-end showcase attended by family, friends, and the public. Additionally, an extensive arts appreciation programme was offered, comprising film screenings, a comedy show, theatre productions and music concerts, exhibition openings, and several workshops and panel discussions.

One of Arts and Culture's most popular Arts Academy offerings is its poetry programme, which attracted the involvement of 75 students, and which was presented by well-known industry wordsmith and editor, Richard 'Quaz' Roodt. The programme took on the form of weekly classes, workshops, monthly slams, six performances, and an excursion to the Poetry Africa Festival in Durban. The highlight of the UJ Arts Academy is no doubt its annual showcase, giving students an opportunity to share with family, friends, and the University community what they have been working on during the year. The 2022 iteration included two poetry productions, titled 'These Hands 1 & 2', a series of monologues performed by drama students, titled 'Growing Voices', a dance production, 'The Marathon', and a virtual photography exhibition.

Students are also encouraged to volunteer for involvement in UJ's many community engagement initiatives. In 2022, a total of 15 108 student volunteer champions (exceeding the target of 12 000) were recruited from all campuses and trained and developed around the themes of promoting responsible global citizenship and the sustainable development goals.

A qualification must lead to employment

It is essential for students to address their career prospects during their time on campus. The Career Services team was active in 2022 as it continued to create as many opportunities for our students as possible to find employment. A number of faculty specific career fairs, industry talks and company visits were organised and hosted. In addition, progress has been made in terms of online job search platforms. Two faculty specific career guides, i.e. Humanities and Science, were produced and an online career workbook was launched.

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

Support for student health and wellness

Student health and wellness, as key to their success in their studies, is catered for by two units: the Centre for Psychological Services and Career Development (PsyCaD), and the Centre for Student Health and Wellness.



The psychological recovery of people affected by the pandemic continued to be a focus for PsyCaD staff in 2022. An increase in demand was evident in the number of student counselling sessions, which increased from 17 168 in 2021 to 22 016 in 2022. This increase could be ascribed to both the direct and indirect impact that COVID-19 had on society. Not only did COVID-19 result in an increase in mental health problems, but also a greater awareness of and a greater demand for support for mental health problems. Over and above the more general effects of COVID-19 on society, our students faced specific problems relating to being back on campus. Students faced challenges (re)adjusting to contact teaching and learning activities as well as to navigating the complexity of interpersonal relationships. One of the main reasons that students consulted PsyCaD was interpersonal problems, which varied from family and peer to intimate relationships.

Not only was there a greater demand for consultations, but there was also an increase in the severity of the problems that PsyCaD had to deal with. During 2022, PsyCaD received 446 calls on the 24-hour crisis line and managed approximately 1 700 email requests for assistance. Many of these calls and consultations resulted in students being hospitalised due to extreme distress and serious mental health problems. The appointment of a crisis line/help desk coordinator resulted in a more efficient management of these cases than in the past.

While mental health and mental illness are related, they are different. Mental health is something that everyone has and needs to maintain, just as physical health is necessary for overall wellbeing. On the other hand, mental illness is a medical condition requiring diagnosis, treatment, and ongoing management. Taking care of one's mental health can help prevent the development of mental illness or reduce its severity. Practising good mental health habits, such as getting enough sleep, exercise, social support, and managing stress, is essential. Seeking professional help when necessary is also crucial for maintaining good mental health and treating mental illness. So, while not neglecting the primary function of PsyCaD, which is providing counselling for students with mental health problems, PsyCaD will also be introducing events, campaigns and information on mental health. These interventions will be based on the three essential pillars of mental health, i.e. physical, psychological and social factors. In 2022, a number of innovative projects and events were planned for 2023.

In addition to the problems that many students face, students with disabilities have added challenges. With the return of students to campus, there has been a noteworthy rise in the number of students who have declared their disabilities, from 248 in 2021 to 285 in 2022. This increase in the number of students with disabilities returning to campus has resulted in a greater need for support services. This need is evident in the significant increase in the number of concession applications received by the Disability Unit (DU), which rose from 49 in 2021 to 112 in 2022. Additionally, the quantity of tests and exam invigilation managed by the DU also increased from 167 in 2021 to 724 in 2022, further highlighting the increased need for support services.

The new Centre for Student Health and Wellness (CSHW) was formed through the merger of the former Primary Healthcare Service and the Institutional Office for HIV and AIDS (IOHA). This merger has proved to be a worthwhile exercise, as it has allowed all resources to be pulled together to maximise operational requirements and to better serve the UJ community. The Centre's services are offered primarily to UJ students at no cost to the patient, except where laboratory tests and non-essential healthcare are requested. The Centre offers healthcare services, mainly the clinical management of conditions, and wellness services, which entail HIV infection prevention and health promotion. The health promotion aspect comprises a wide spectrum of topics that include social mobilisation and inclusivity awareness. The services are available on all campuses; clinics are managed by primary healthcare nurse practitioners (PHCNP). The medical services provided by medical officers are made available in terms of a legal requirement for conducting a healthcare facility.

During 2022, the clinic services again continued to flourish, with consultations back to pre-COVID-19 levels and strengthened HIV/AIDS prevention strategies. The wellness services focused primarily on the prevention of HIV/AIDS and other STIs, including the social determinants leading to these infections. Major discussions in the form of dialogues, book launches, seminars, and mini conferences took place. The online platforms were also utilised to expand on audiences that had been established and captured during the COVID-19 online outreach. A total of 8 008 HIV tests were done with only 40 positive tests; these persons are all on antiretroviral treatment to curb further infections and improve their health status.



Student safety and security

Student safety and security is paramount to a positive student experience, and UJ Protection Services is constantly on the alert to respond to any incidents, both on- and off-campus.

The safety and security of staff and students outside the campuses' confines remain a significant challenge, with instances of common and armed robbery. Staff and students are targeted primarily for their electronic devices and bags. A City Improvement District (CID) project initiated in the precincts around DFC in late 2020 has proved beneficial; this included deployment of private security officers to patrol the DFC-CID area, the optimisation of safe route patrol vehicles, and the deployment of a cleaning team to ensure that the area is cleaned and to report any municipal management issues, e.g. defective lights, potholes, running water, lack of waste collection. During 2022, Protection Services optimised using Fidelity personnel around Auckland Park campuses, including JBS Park, JBS Tower (subsequently renamed UJ on Empire), and the APB/APK City Improvement District. Since the deployment of Fidelity security officers in the APB/APK CID, there has not been a single incident reported in the period under review along any of the routes covered in Auckland Park.

Monitoring student experience and employability

DIPeM is responsible for conducting annual student experience surveys among undergraduate and postgraduate students, as well as a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention.

2022 Undergraduate Experience Survey

The results of the 2022 Undergraduate Experience Survey indicated high levels of satisfaction with teaching and learning at UJ, given that the overall satisfaction score **was 90,8%**. More than 95% of the respondents agreed that their lecturers were well-prepared for their lectures, that they consulted with students during the advertised times, and that they were helpful. There were similarly high levels of agreement on almost all items relating to learning material and content. Student comments indicate that they really appreciate recorded lectures, as many of them work, are involved in sports, or cannot always afford to travel to class. Of concern is that 37,8% of students had at some stage considered dropping out of university, mostly because they were not coping with the workload or had had personal problems. Their biggest practical challenges included load shedding, particularly on the Soweto Campus, and consistent internet access from their places of residence.

2022 Postgraduate Experience Survey

There were positive results from the Postgraduate Experience Survey, where the overall satisfaction score in relation to research supervision increased from 84,7% in 2021 to 86,5% in 2022. A similar proportion noted that they had experienced a productive student-supervisor relationship, with 85,7% communicating with their supervisors at least monthly, and 38,7% meeting weekly. More than a quarter of the postgraduates had taken a break from their studies of a year or more, and more than two-thirds were both employed and registered for their PG qualification. Of those studying and working simultaneously, 82% indicated that they worked full time. Almost half of the respondents stated that they were self-funded, while UJ was the biggest other contributor to their tuition fees at 13,6% (over employers, NRF, other organisations and family).

2022 Graduate Employability Survey

Of the respondents from the 2022 survey, 44,6% were employed, a decrease from the 50,8% of the previous year, while the proportion studying further increased from 14,3% to 16,4%. Of those employed, 88,5% had found employment within 12 months of completing their studies; of those with doctoral degrees, 96,7% had secured employment within 12 months. Graduates from the Faculty of Health Sciences were the quickest to secure jobs, with 75,5% employed within three months of completing their studies, and 93,3% within 12 months. Of the employed respondents, 47,8% had full-time contracts, 76,3% indicated that they were satisfied with their jobs, and 72,9% were employed in an industry that was similar to their field of study. The results also indicated that of those who were employed, 64,3% had had a job during their studies, while for those not in employment, only 35,8% had worked during their studies. The most common methods of finding jobs were through personal contacts and social media platforms. The main reasons for being unemployed were indicated as the lack of employment opportunities in their field of study and lacking the required work experience.



Infrastructure for excellence in research and teaching and learning

Information and Communication Systems

The risk of cyberattacks continues to be the top risk managed by ICS. In addition to this risk, the escalations in load shedding, theft of IT equipment and inadequate capacity of alternative power supply have brought about the risk of IT and business service interruptions. ICS has embarked on various initiatives to minimise the risks as listed below:

- User access reviews are being implemented for all critical IT systems.
- Multi-factor authentication is implemented on the Virtual Private Network, Linux systems, Microsoft servers, the UJ website, and O365 for staff and is in progress for students.
- Regular cyber security awareness messages and training interventions are rolled out to the UJ community.
- There is continuous monitoring on the UJ network for service availability and traffic for malicious activity.
- ICS is working with UJ facilities to acquire and implement generators to minimise the effect of power outages in identified data centres and IT sites.
- A pilot for implementing an endpoint security tool, Bitlocker, which encrypts user laptops, was completed successfully. ICS user laptops were the subject of the pilot. The rollout of Bitlocker is planned to be completed in June 2023.

Upskilling of employees continued to be a priority as technical skills are always necessary within the environment. Following a skills assessment of staff in 2020, in 2022, the ICS Earn your Wings programme was created to train UJ ICS staff.

The telephone upgrade project sought to upgrade to a network-based system for the Soweto Campus. It included the procurement of additional licences and telephone instruments to replace the old analogue and digital technology. The solution intended to establish high telephony service availability and continuity in case of a service outage in one of the UJ sites and was successfully implemented with a failover capability to initiate telephone calling service from any UJ site if required during outages.

The UJ Wayfinder application was published in the Apple and Google app stores and provided wayfinding on the APB, APK, DFC, and SWC Campuses. The app allows the UJ community and visitors to navigate the four campuses to specific points of interest and venues such as the Madibeng and Library venues, SEC and Student Finance.

With increased load shedding affecting the network connectivity and thus the academic programme and administration, ICS, in conjunction with Facilities Management, started a project to provide emergency power to networking equipment during load shedding. The project has steadily increased the availability of network services during load shedding, including residences, lecture venues, and administrative areas.

- APB – 49 of 72 completed.
- APK – 90 of 123 completed.
- DFC – 65 of 110 completed.
- SWC – 100% complete.

The project will continue in 2023 to further expand coverage.

All student email accounts were moved from Gmail to Microsoft O365. The collaboration between staff and students when using MS Teams and Office products (Word, Excel, PowerPoint) and the clean-up of the active student directory ensure that there is no longer an over-allocation of licences to stale accounts. The students can now seamlessly collaborate with UJ lecturers for meeting notes and MS Teams sessions.

ICS completed multiple enhancements to the Student Management System, the most significant of which was the enhancement of a five-digit pin to reduce the risk of the password being easily exploitable on the following identified systems:

- iEnabler (applications)
- Voting system
- ARS late application system
- Chatbot API



The continuous improvement project to meet end-users' expectations and enhanced teaching standards made further progress: AV equipment was updated in 79 teaching and learning venues, and 504 computers were replaced in the student computing labs on three campuses (APB, DFC, and SWC).

The UJ Library and Information Centre (LIC)

As a result of the COVID-19 pandemic, but also in line with the university of the future, the need for online engagements and the digital dissemination of information grew exponentially. The LIC advanced online learning and access to learning materials including on Blackboard and YouTube. In keeping with UJ's 4IR vision, more than 162 public lectures and conferences on 4IR-related topics were hosted during 2022.

During 2022, the LIC switched over to various new platforms. The LIC successfully moved the institutional repository onto the Figshare platform, and UJoogle from the Encore Duet (EBSCO) platform to the Summon platform (ProQuest).

Within the LIC community in South Africa, there has traditionally been a resistance to statistical reporting on what is happening in the LIC space. When Prof Maria Frahm-Arp joined the LIC in 2018, she began to transform this culture by helping staff see that statistics offered the best basis for informed decision making. Over the last four years, the LIC has developed a reporting culture of numbers supported with a narrative in which all the important areas of the LIC work are reviewed to monitor how effective and efficient the LIC service is to staff and students at UJ. Other South African libraries contacted the UJ LIC to learn more about how to use and interpret statistics. In January 2022, a small working group of librarians from academic libraries in South Africa was formed and led by UJ. The group quickly expanded and held an online symposium on the effective use of statistics for informed decision making, and 174 people joined the webinar. This symposium and the working group formed by UJ are just one more example of how the UJ LIC has become a thought leader in the LIC sector.

During lockdown, it was not possible for students to use the library Makerspace. One of the exciting things about 2022 was seeing all the new equipment installed in the Makerspace on DFC and watching how students gravitated to this space. Students from a wide variety of disciplines came to the Makerspace and used it for their projects and research.

Optimal campus facilities

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

The Facilities Management Division, the rebranded Operations Division, is a non-academic support division that offers services to all UJ stakeholders and is tasked with maintaining academic and support facilities. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens, and the extension and upgrading of infrastructure in accordance with stakeholders' needs.

Main risks were the high stages of load shedding and associated water restrictions, and a concerted effort was made to strategise and put in place plans to ensure power and water security. This necessitated the procurement of more backup generators, and a comprehensive service on the cooling system of the backup generators. Water deliveries via trucks had to be procured at high cost. Projects have been identified to increase the water storage capacity on the various campuses, which is to receive high priority. Once again, special emphasis was placed on the significant Backlog Maintenance Project, especially at the residences, to eliminate some of the recurring backlog issues.

In view of serious space restrictions on the four main campuses, UJ is constantly and deliberately increasing its off-campus capacity, with sites being developed at JBS Park and Devland campuses, primarily for the accommodation of the Johannesburg Business School (including teaching space), SARCHI Chairs requiring adequate research space and the increasing number of PDRFs.

Attention was again paid to sustainability, with initiatives such as the purchase of two electric vehicle buses, and the installation of solar PV installations on JBS Park and Soweto Campus.



Environmental sustainability

UJ has committed itself to improving on its sustainable practices in all of its University activities. The development of the UJ Strategic Plan 2025, anchored in the overarching goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint. Strategic Objective Six, fitness for global excellence and stature, states that *"We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship"*.

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

UJ's carbon footprint analysis was based on its actual 2022 energy consumption. The total carbon footprint for 2022, based on energy consumption from various sources, is approximately 44 986 tons of CO₂ compared to the 38 196 tons reported during 2021. While this indicates an increase of approximately 17,76%, this can be attributed almost entirely to the impact of a return to normality after the extended two years of reduced campus attendance required at various times during the COVID-19 lockdown levels (2020 and 2021). In a sense, this is therefore a return to the more normal carbon footprint figures of 2019 (54 642 tons), and from that perspective UJ is still showing a substantial reduction in carbon generation (a reduction of 25,28% from 2019 to 2022). This is despite an increase in built area footprint of 2,52% in 2022.

As regards electrical energy, for January to December 2022, UJ achieved a savings of 29,42%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. Solar photovoltaic (PV) plants are now operating on all four campuses, and further PV systems will be introduced, together with awareness campaigns.

Sasol natural gas (Egoli gas) now contributes 3,53% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and in small quantities at the laboratories for experiments. The saving achieved on gas reduction for 2022 compared to 2015 is 53,8% (again reiterating that the baseline is the 2015 figure for gas consumption). Egoli natural gas has a lower CO₂ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy.

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 86 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 4,04%. It must be noted that increasing occurrence of Eskom load shedding has already produced a substantial increase in diesel usage: the diesel used for backup generators as well as diesel for maintenance vehicles used as standby vehicles increased from 2021 by a 58,22% directly as a result of the increase in load shedding.

Using water sparingly has become a necessity at UJ. A water savings was achieved for 2022, not least due to fixing a major pipe leak on APK Campus. As far as possible, borehole water is now being used on all campuses, and the four new boreholes for supply subvention from 2022 are now in operation.

Finally, as regards waste management, in 2022, 40,25% of total waste generated was recycled.

Office of the General Counsel

The Office of the General Counsel (OGC), established on 1 January 2016, consists of a small team of professionals who are either admitted attorneys or corporate counsel under the Legal Practice Act 28 of 2014. On 1 August 2021, the new General Counsel, Mr Dries Pretorius, took up office.

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers, and employees, whom the Office sees as its clients, in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values. The OGC assists its clients in conducting the University's business, where this involves legal dimensions,



effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements but are problem solvers committed to helping resolve issues in a practical, timely and efficient manner and to advising on proactive measures to mitigate problems. The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable. Moreover, the OGC emphasises the need for innovation and creativity by assisting the University in developing new and useful approaches to the challenges and opportunities presented to the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution.

The main subject matters to which the Office attended during 2022 included business transactions, commercial matters, educational affairs, contracts, and litigation. The Office also considered the legal impact of regulations made and directives issued under the Disaster Management Act 57 of 2002 (DMA) in response to the COVID-19 pandemic, on all activities and functions of the University. It further established a Data Privacy Policy in compliance with the Protection of Personal Information Act 4 of 2013.

The OGC assists all faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.

2022 saw the beginning of the rollout of a number of projects to enhance the legal services offering. Some of these projects were:

- Formulation of a dispute learning process, which was drafted and presented to the MEC for the first round of approvals. The purpose of this process is to ensure a formal evaluation of the root cause of disputes to eliminate repeat incidents.
- A review of the privately owned student accommodation (POSA) accreditation and contracting process. This included a complete review and redraft of the POSA Policy to ensure alignment of agreements concluded with POSAs as well as to eradicate the various challenges that have been identified within the domain.
- An ongoing template development project with the focus on reduction of risk and ease of use.
- The POPIA Project, with the purposes of ensuring that UJ meets the requirements of applicable data protection legislation, including the Protection of Personal Information Act (POPIA).

Various manual and automated systems and processes have been commenced and will be implemented to optimise and support these initiatives.

Sound financial management and financial sustainability

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term.

These risks are actively managed through the MEC, FSCC, ARCC and the ICC. Strategies adopted to manage these risks include:

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



Financial sustainability risks associated with student funding

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

We have previously highlighted the risk posed by the growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth to the level of future subsidy funding allocations. The risk extends to DHET block and earmarked grants, NSFAS bursaries as well as NRF grants and bursaries. As anticipated, the impact of this risk was realised in the year under review through a further decline in the allocation of our subsidy income (block and earmarked grants), which decreased by 2.47%.

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

Our fees increased by 4,23% and 6,23% for tuition and residences, respectively. This is in line with the recommendations of the Minister of Higher Education, Science and Technology. Our tuition fee income increased by 4.27% compared to the previous year, because of the introduction of new subsidised and non-subsidised programmes. While we saw an improvement in the occupancy rate of our residences as an indication of recovery from the impact of COVID-19, external competition still saw this rate at 87%. Residence fee income was 16,51% higher than the previous year, but 13% below expectation. Strategies are in place to ensure maximum occupancy in the future.

A significant risk that has emerged over the past year is the high inflation rate, which has seen the Minister recommend a lower than inflation increase in our fees for 2023. Considering all the other contributing factors to our financial sustainability mentioned above, fee increases below inflation are clearly not sustainable.

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

Student debt

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

Our student debt has increased significantly over the past five years, particularly for students who are no longer registered with the University. The outstanding debt from cash paying students has remained static at 11,4% of fee income in 2022 (2021: 11,3%), with a significant increase in debt due from students no longer registered with the University. The total outstanding debt as at year-end amounted to R667 million (2021: R575 million), with non-registered students making up R401 million of this.

Collecting student debt on time remains a challenge with students tending to postpone the settlement of outstanding debt until registration for the next year. It is a priority of the Finance Portfolio, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource.

We also actively engage our bursary providers to obtain more resources to assist students. The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students.

Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines, both for our staff and for our collection agencies. We will continue to manage this risk actively.

Inadequate student funding

UJ received an allocation of R2.5 billion from NSFAS in 2022 covering tuition fees, accommodation, meals, books, and other living allowances for 25 192 students.



This funding goes a long way to mitigate our risk of irrecoverable student debt; however, the timing of communication of funding decisions continues to be a challenge administratively and poses a risk to our enrolments and student debt recovery. NSFAS withdrew funding for a considerable number of students during the year due to students not meeting the income threshold, or students exceeding the number of years that can be funded. The timing of these NSFAS verifications poses a significant risk for the University as these students are unlikely to settle their debt once the funding is withdrawn. We continue to engage and offer assistance to NSFAS to find sustainable solutions to this and other administrative inefficiencies.

Despite the state interventions in place, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 4 454 students who would otherwise not have been able to study in 2022. This amount was further complemented with funds raised through the Institutional Fundraising Unit. Despite the tough economic climate, the University still raised a remarkable R398 million (2021: R357 million), with a steady increase in funds generated from corporate South Africa and internationally.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 17,4% of our operating budget allocated to financial assistance for low income and missing middle students.

Increase in staffing costs

The scarcity of and the high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and to balance this with affordability is critical to our long-term financial sustainability. The volatility in and the unprecedented high rates of inflation we are experiencing pose a risk to our ability to meet demands of organised labour for annual salary increments.

Ageing infrastructure

It is important to note that the UJ Council also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service.

The decline in funding allocation and the reprioritisation of funding received by DHET have meant that no Infrastructure Efficiency Grant funding was made available to universities in 2021 and 2022. This has severely decreased resources available to maintain our infrastructure and requires urgent attention. Our focus on maintaining an adequate level of reserves, on which investment income is earned, is required to fund the expenditure on infrastructure maintenance. The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels.

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.

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

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 the University's receivables from students and clients. Owing to the wide spread of our students and clients, the University has no significant concentration of credit risk arising from its contractual obligations.



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. As already indicated above, this risk is ever-increasing as students expect free tertiary education.

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 students 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 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 guaranteed state subsidy also assists in managing this risk.

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 rand. Management has introduced a policy that requires that all material foreign currency transactions 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.

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 the University's fund managers manage all long-term investments, including capital and money market investments, 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 Finance Committee of Council, with the assistance of the 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 MEC and ARCC. Corrective steps are taken to address control



deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

Financial performance

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

The University has achieved an operating surplus of R367 million, on budget cost centres, against a budgeted operating deficit of R112 million. The income generated during the year was in line with our budget at 100% (budget: R4,994 billion vs actual R5 billion). This is largely due to the tuition fee that came in higher than budget as a result of new programmes introduced in the year; as well as higher than budgeted investment income resulting from improved investment strategies. Our residence fee income was lower than budget because of low occupancy due to external competition.

Our actual expenses for the year were at 91% of budget (budget: R5,106 billion vs actual R4,633 billion). A large component of the saving is from projects that were planned for the year but were subsequently reconsidered, and vacant positions not filled during the year.

Our commercial entities performed well, with Resolution Circle continuing the upward trajectory, realising a surplus of R16 million.

Despite the market downturn throughout a significant part of the year, the medium- and long-term investment portfolios managed to regain losses. This resulted in net increase of 1,43% and 0,96% on 2021 market value for the University and UJ Trust, respectively.

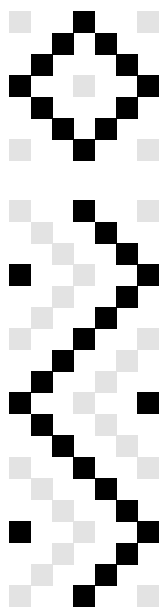
The comprehensive and consolidated operating results of both the budgeted and the non-budgeted cost centres as well as subsidiary entities is a surplus of R325 million (2021: R1.339 billion). Our financial position remains strong with consolidated net assets of R9.4 billion (2021: R9.2 billion). The amount spent during the year on infrastructure developments is R217 million.

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

Council-controlled reserves at year-end amounted to R3,163 billion (2021: R3.179 billion), which represents 118% of annual permanent remuneration, R2,791 billion of which was classified as undesignated. The Council-controlled reserves are earmarked for infrastructure maintenance and expansion; and critical new posts, to the extent that the level of these funds does not go below 60% of annual permanent remuneration.

Our liquidity position also remains satisfactory with the ratio of our current assets to current liabilities at 1.24, down from 1.39 in 2021.





Report on the Annual Performance Plan 2022 of the University of Johannesburg¹

INTRODUCTION

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

Staff and student HEMIS data in this report were extracted on 28 February 2023, the date that the external auditors will be using to test the data. Financial data were confirmed by the auditors on 14 April 2023. **However, the formal research output report from DHET has not yet been received by UJ, and hence the outcome of KPI 4b is still provisional.**

Revisions to the APP

Most of the indicators presented here are the same as the 21 KPIs of the 2021 APP. However, the few changes that were made to the Strategic Plan indicators by Council at its November 2021 meeting that affect the APP are indicated below.

Changes include the following:

- All KPIs in the Strategic Plan are linked to the relevant United Nations' Strategic Development Goals.
- **KPI 8 (31b):** In the Strategic Plan, the number of students completing the foundation module on Artificial Intelligence in the 4IR is expressed cumulatively, i.e. since inception in 2020. In the APP, it is expressed per annum.
- **KPI 10 (45):** International students. The change in definition, effected in 2021, to include those on non-subsidised and online/whole programmes as well as formal programmes was continued. For clarity, the definition was extended to specify that occasional students are not included. Also footnoted is the number of international students on formal programmes as per the Enrolment Plan.
- **KPIs 16 & 17:** Third-stream income. In the Strategic Plan, externally generated research funding and other externally generated funds are combined. In the APP, these are collected separately and then combined.

¹ Based on UJ APP 2022, CL216/2021(4)



SUMMARY RESULTS – TARGETS MET

KPI 1: Total postgraduate outputs (n-1)

The outcome for the number of 2021 PG graduates (n-1) at 4 120 was higher than in the previous year and exceeded the ceiling by 11,4%.

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

The target for this indicator was set at 56%. The proportion of permanent and fixed-term academic staff with doctorates at the end of 2022 at 57,1% was above target by 1,1% and exceeded the ceiling by 0,6%.

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

The number of published outputs on 4IR at the end of 2022 was 658, which was an impressive 148% above the target of 265.

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

The number of 2021 publications submitted in 2022, i.e. 2 819 units after processing, was an increase of 447 units or 18,8% more than the 2021 submission.

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

The outcome of 2 772 ROUs is merely indicative at this stage, being derived from the Ministerial Statement on University Funding 2022. However, it does indicate an increase of 466 units, or 20,2%, over the 2021 outcome.

KPI 5: Overall enrolment

This indicator tracks overall enrolment for 2022. Enrolment at the end of 2022 at 51 405 was above the headcount target by 1,2%. The ceiling for this indicator is a variation of 2% from the target, thus it is a very pleasing outcome.

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

Of the 2019 cohort doing three-year undergraduate qualifications, 44,6% succeeded in completing in minimum time, which is 2,1% better than the previous cohort, 1,8% above target, and 1,6% above the ceiling. The outcome for the 2019 cohort doing degrees only at 44,4% was 1% above the 2018 cohort, above the target by 0,8% and above the ceiling by 0,4%.

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

The number of completions by the end of 2022 at 5 076 surpassed the target by 1 207 or 30,2% and the ceiling by 24,0%.

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

This indicator tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, cumulatively since 2019. There was a baseline of 125 in October 2021, and a combined total of 129 such initiatives by the end of 2021. At the end of 2022, the total had risen to 161, higher than the target of 130 and above the ceiling by 26 or 19,3%.

KPI 10: International students

The 2021 baseline number of international students at UJ as of October 2021 was 4 307. The target was set at 4 305, assuming a maintenance pattern. The final tally for 2022 was 4 462, which was 157, or 3,6% above target.

KPI 12a and 12b: Student satisfaction

This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run in the second semester. The undergraduate satisfaction rate continues its recent good form, and at 90,8% it is only 0,1% off 2021's outcome. It is above the 90% target. The postgraduate satisfaction rate has shown a



pleasing increase from the 2021 baseline, which was already an increase on the prior year. At 86,5%, it is 3,3% above target, and 1,5% above the ceiling.

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

By the end of 2022, a very pleasing 111 awards had been achieved, surpassing the target of 65 by 46, or 70,8%.

KPI 14: Annual operating surplus/deficit

At the end of 2022, the surplus was R367 million, which is considerably better than the deficit projected target, and far beyond the ceiling.

KPI 15: Council-controlled reserves

At the end 2022, the figure for Council-controlled reserves is R3 163 million, (R2 791 million classified as undesignated), which is 68,6% above target.

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

The target of R1 billion is combined for KPI 16, externally generated funding, and KPI 17, externally generated research funding. The year-end amount of R1 003million is marginally above target and at the ceiling.

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

At 51,1%, the percentage of black permanent and fixed-term academic staff is 1,1% above the target of 50%, and 0,6% above the ceiling.

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

This indicator monitors seniority among the academic staff. The year-end outcome of 29,4% is above the target of 28% by 1,4%.

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

The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26,5% by 1,1%, and the ceiling by 0,6%.

KPI 20b: Number of female associate professors and professors

The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome of 41,2% is 1,2% above the ceiling.

Targets not met

KPI 6: Undergraduate output (n-1)

At the end of 2022, undergraduate output, i.e. those that achieved qualifications in 2021, at 8 878 was lower than the previous year, and below target by 861 or 8,8%.

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

The October 2021 baseline for international academic staff was 17,8%, though it rose to 17,9% by year-end of that year. The year-end percentage in 2022 was 17,8%, i.e. 0,2% below target. The number of international staff grew modestly by four from the previous year, while the overall permanent academic staff complement grew by 20.

KPI 21: Reduction in carbon footprint +

The outcome for carbon footprint at -17,78% is much lower than the 11,1% target. The increase is related to the total electrical energy consumption, which increased by 13,37%. While it is an increase from 2021, in comparison with 2015, the carbon footprint is 27,06% lower.

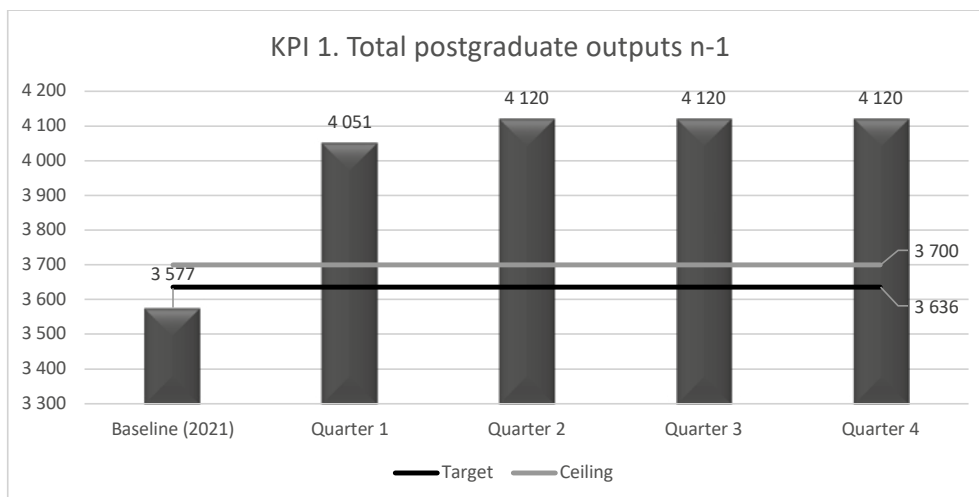


STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

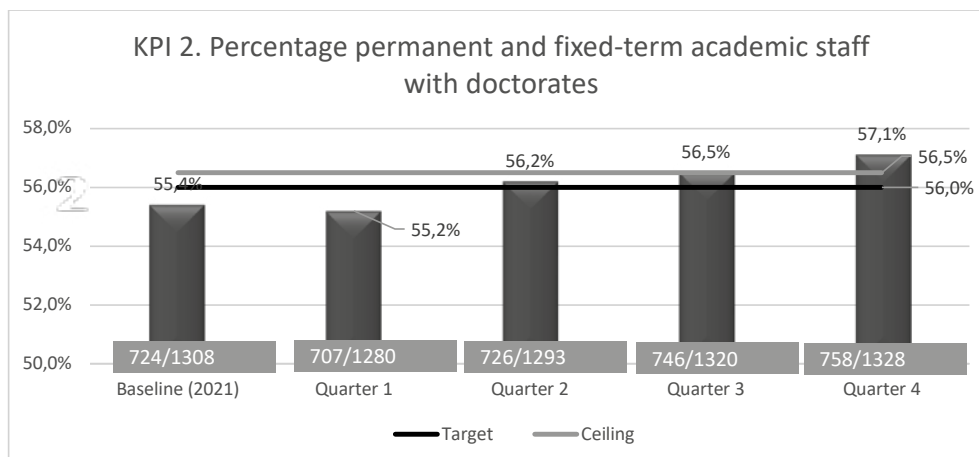
Research and innovation

1. Total postgraduate outputs n-1 (1)



The baseline for this indicator is the 2020 PG output of 3 577 as reflected in 2021. Given that 2021 continued to be affected by the COVID-19 pandemic, the target for postgraduate output was set only slightly higher, at 3 636. However, the outcome for the number of PG graduates for 2021 in Quarter 4 (n-1) at 4 120 was higher than in the previous year and exceeded the ceiling by 11,4%.

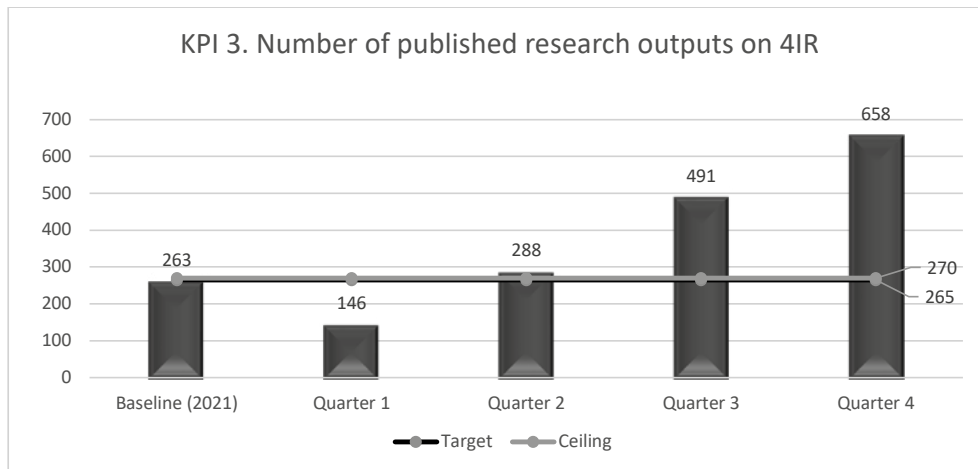
2. Percentage permanent and fixed-term academic staff with doctorates (76)



While the October 2021 baseline on which the target was based was 55,4%, the year-end percentage had increased to 55,8%. The loading of qualifications achieved, and many retirements, resignations and new appointments tend to increase the volatility of HR data at year-end. The target for this indicator was set at 56%. The proportion of permanent and fixed-term academic staff with doctorates at the end of 2022 at 57,1% was above target by 1,1% and exceeded the ceiling by 0,6%.

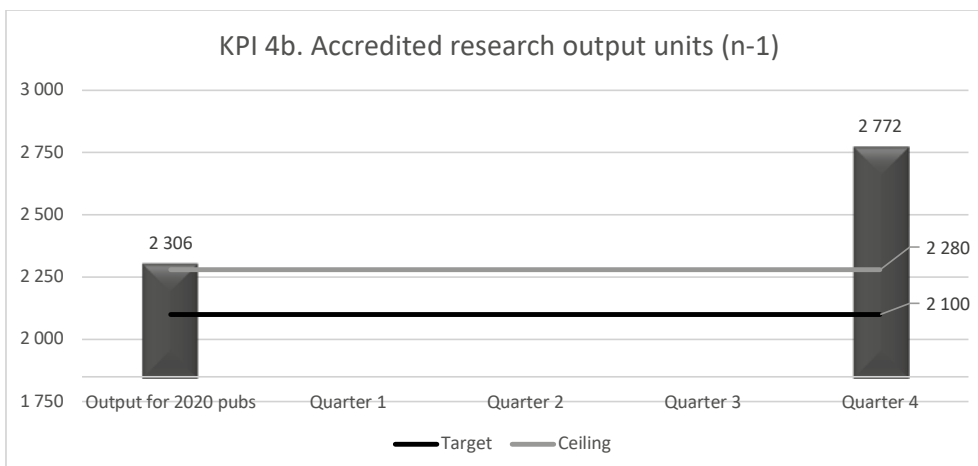
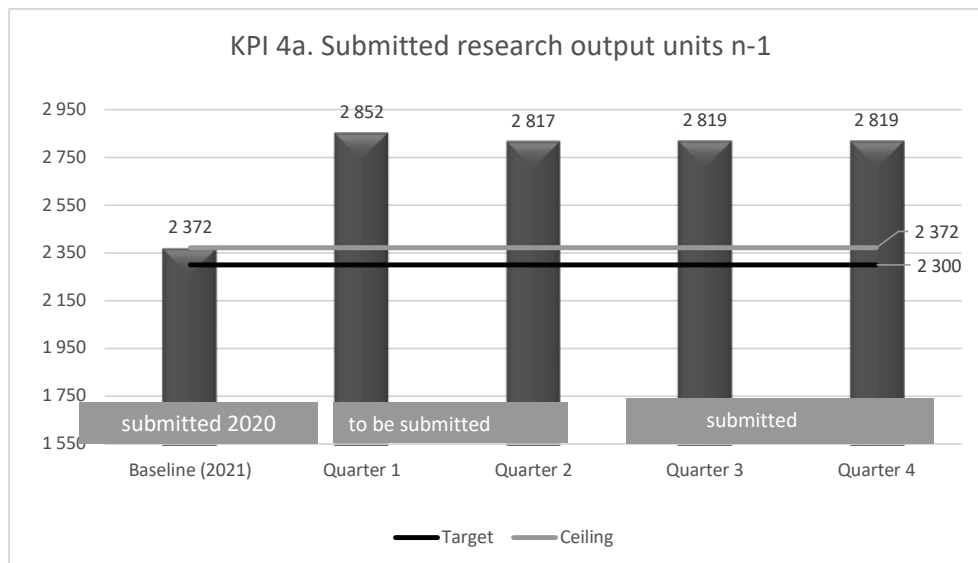


3. Number of published research outputs on 4IR (6)



The trend in this indicator has been upward, from a baseline of 85 in October 2019, to a baseline of 200 in October 2020, and 263 in October 2021. The final tally for 2021 was 413. The number of published outputs on 4IR at the end of 2022 was 658, which was an impressive 148% above the target of 265.

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



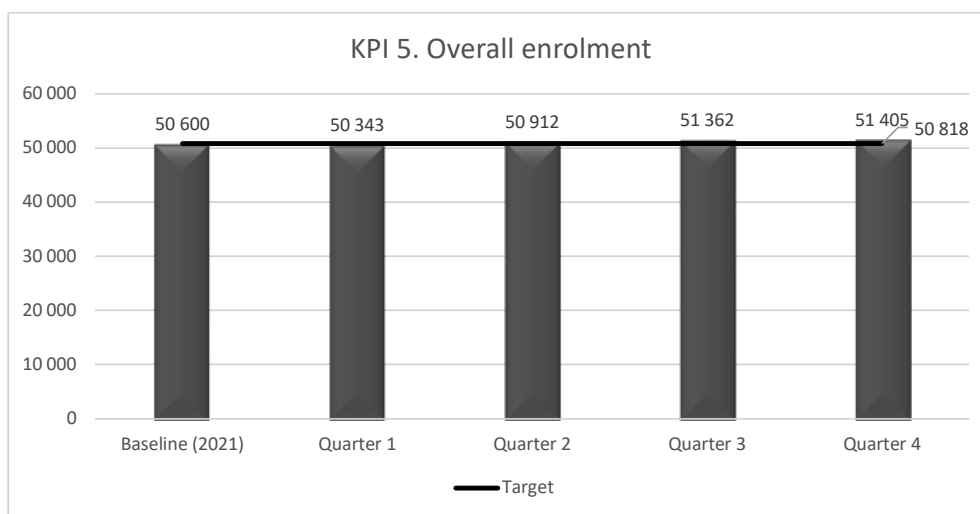
The ROUs awarded for accredited 2020 publications, which were collected and submitted in 2021, as received in April 2022, are shown in KPI 4b as a baseline of 2 305.6. The numbers shown in 4a are the submitted units to be assessed by DHET late in the year, or even early the following year. The number of 2021 publications submitted in 2022, i.e. 2 819 units after processing, was an increase of 447 units or 18,8% more than the 2021 submission. The ROUs from the accreditation of 2021 publications submitted in 2022 are expected from DHET in the first quarter of 2023. The 2 772 is merely indicative, being derived from the Ministerial Statement on University Funding 2022. However, it does indicate an increase of 466 units, or 20,2%, over the 2021 outcome.

STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING

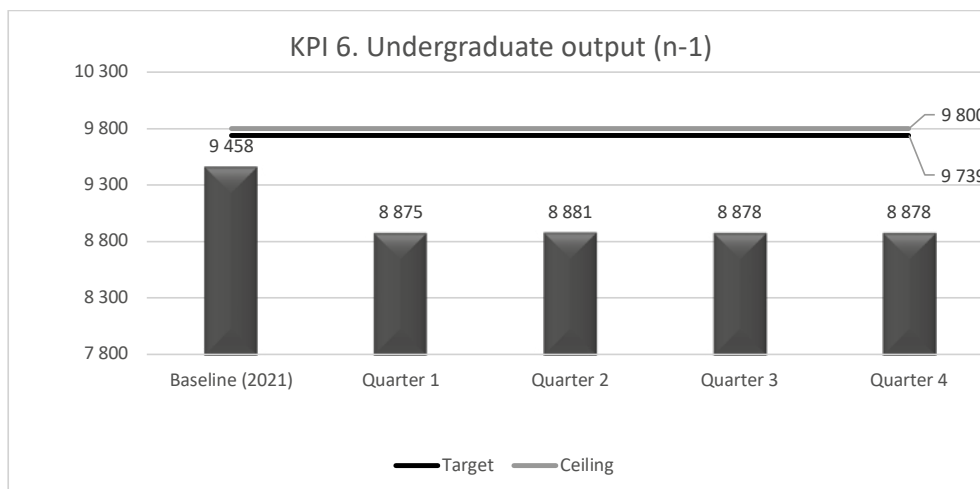
Teaching and learning

5. Overall enrolment (21, 25)



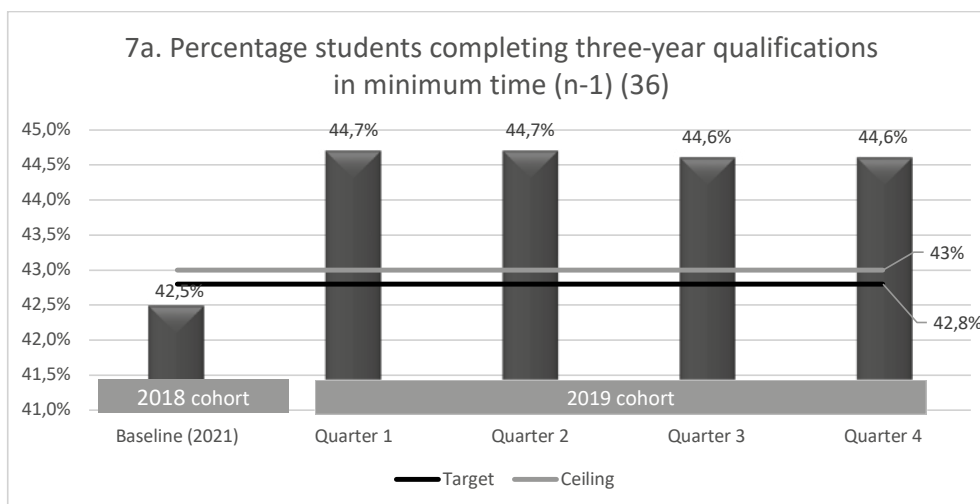
This indicator tracks overall enrolment for 2022. Enrolment at the end of Quarter 4 at 51 405 was above the headcount target by 1,2%. The ceiling for this indicator is a variation of 2% from the target, thus it is a very pleasing outcome.

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

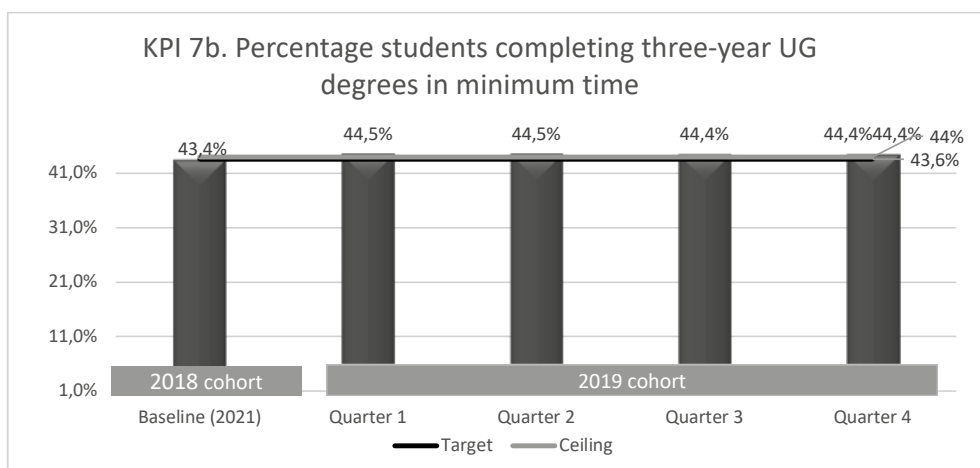


At the end of the Quarter 4, undergraduate output at 8 878, i.e. those that achieved qualifications in 2021, was lower than the previous year, and below target by 861 or 8,8%. Output is relative to enrolment, which fluctuates slightly from year to year. A number of factors may have influenced this outcome – cancellations, students taking lower loads in their final year to complete only in the first semester of 2022, poor throughput in specific one-year qualifications, and a changed overall enrolment.

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



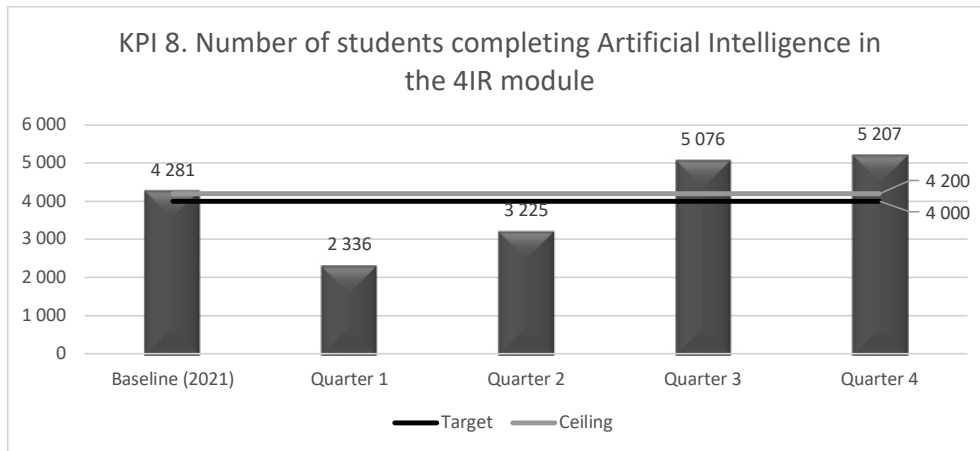
The outcome for this indicator is based on data for the 2019 cohort of students registered for three-year qualifications who completed their studies in 2021. Of this cohort, 44,6% succeeded in completing in regulation time, which is 2,1% better than the previous cohort, 1,8% above target, and 1,6% above the ceiling. As a point of reference, of the 2014 cohort, only 35,3% completed in regulation time. The throughput rates have since been on an upward trajectory.



KPI 7b refers to the completion of three-year undergraduate degrees only, and here the outcome is similar to that for all three-year undergraduate qualifications. The outcome for the 2019 cohort at 44,4% was 1% above the 2018 cohort, above the target by 0,8% and above the ceiling by 0,4%. Throughput rates continue to improve, which may be in part ascribed to all the interventions implemented in recent years to support student success.

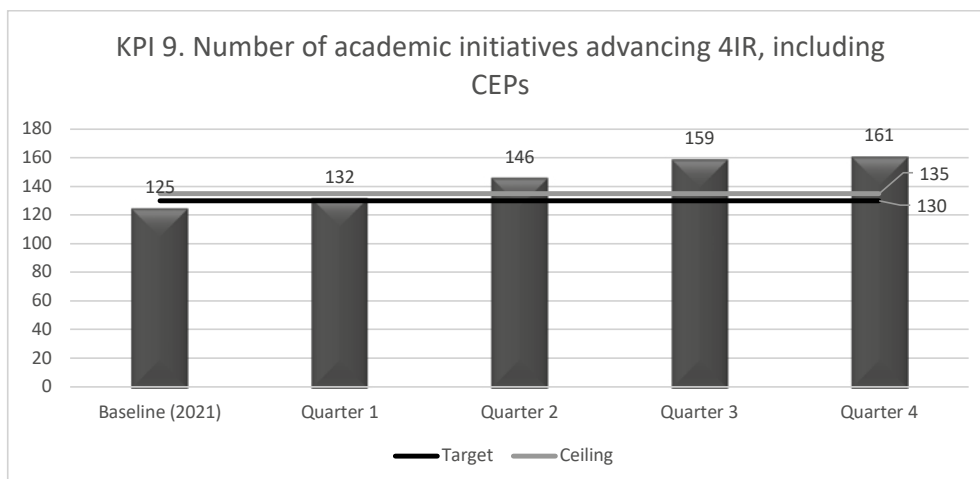


8. Number of students completing Artificial Intelligence in the 4IR module (31b)



This indicator, which was new in 2020, tracks the number of students completing the *Artificial Intelligence in the 4IR* module. In 2021, there had been 4 281 completions, leading to a cumulative tally of 7 549 overall. The number of completions by the end of 2022 at 5 076 surpassed the target by 1 207 or 30,2% and the ceiling by 24%.

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



This indicator tracks the number of new academic initiatives introduced to advance the 4IR strategy, as well as new CEPs, cumulatively since 2019. There was a baseline of 125 in October 2021, and a combined total of 129 such initiatives by the end of 2021. At the end of Quarter 4 of 2022, the total had risen to 161, higher than the target of 130 and above the ceiling by 26 or 19,3%.

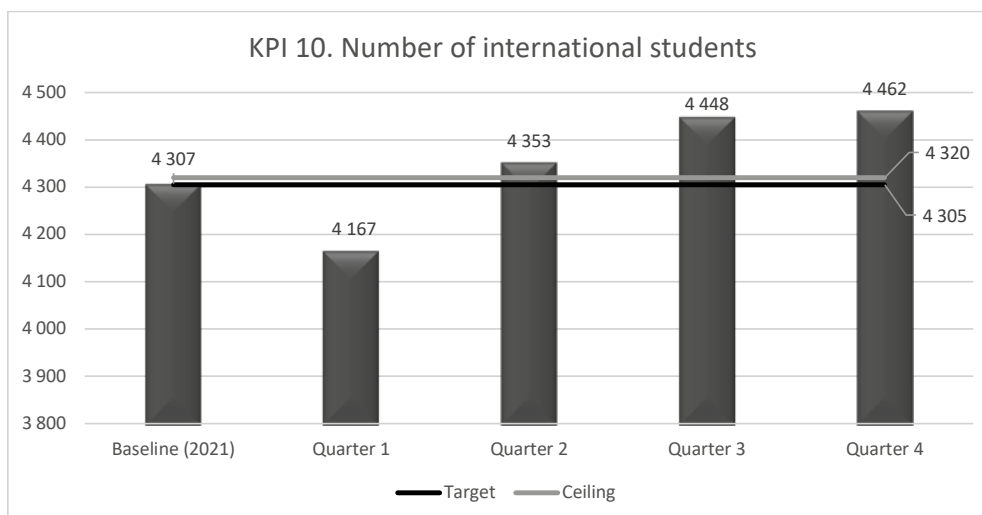


STRATEGIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

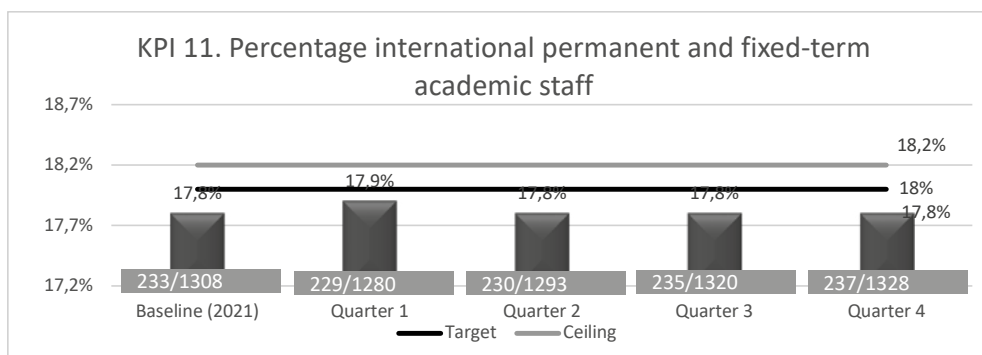
International profile

10. Number of international students (45)



The 2021 baseline number of international students at UJ as of October 2021 was 4 307. The target was set at 4 305, assuming a maintenance pattern. The final tally for 2022 was 4 462, which was 157, or 3,6% above target.

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



The October 2021 baseline for international academic staff was 17,8%, though it rose to 17,9% by year-end of that year. The year-end percentage in 2022 was 17,8%, i.e. 0,2% below target. The number of international staff grew modestly by four from the previous year, and the overall staff complement grew by 20. Note that the overall staff complement is based on HEMIS rules, in which every permanent academic or fixed-term staff member employed during the year is counted as a head, even if they have left the institution in the course of the year, so typically the overall number of staff is lower in the first part of the year than at the end.

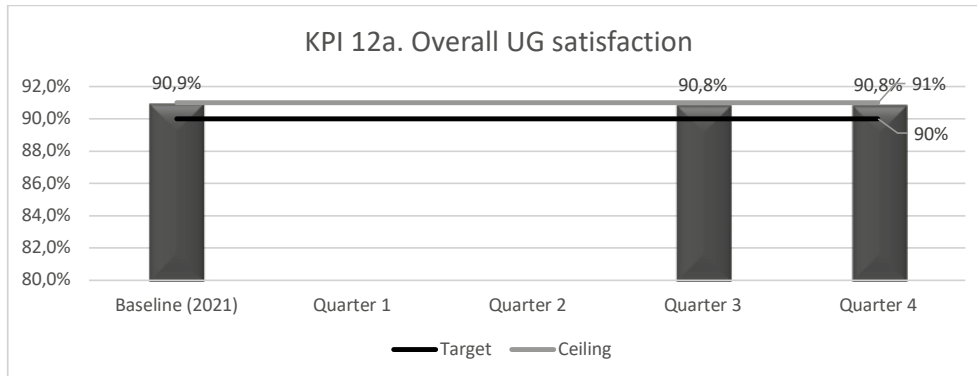


STRATEGIC OBJECTIVE FOUR:

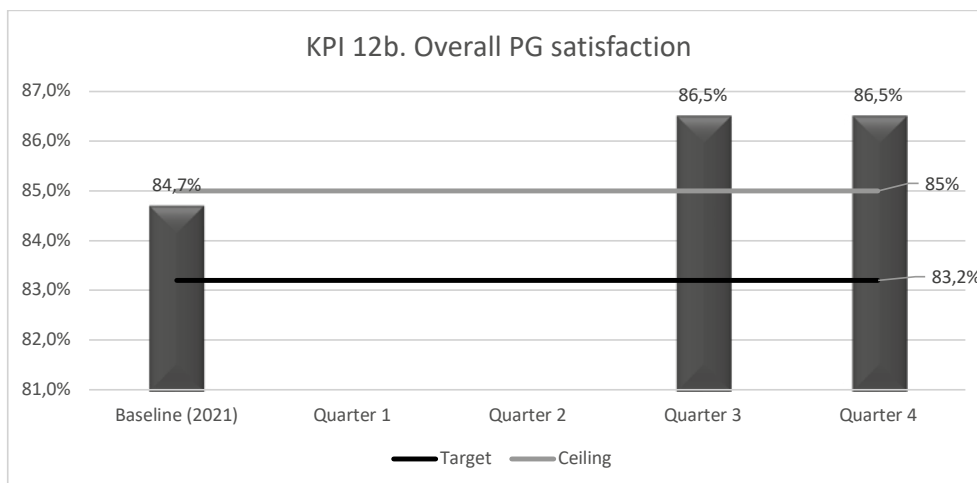
ENRICHING STUDENT FRIENDLY LEARNING AND LIVING EXPERIENCE

Student experience

12. Overall UG and PG student satisfaction as determined by Student Experience Surveys (51 & 52)



This indicator tracks the overall responses to the annual UG and PG student satisfaction surveys, which are run in the second semester. The undergraduate satisfaction rate continued its recent good form, and at 90,8% it was only 0,1% off 2021's outcome. It was above the 90% target.



The postgraduate satisfaction rate showed a pleasing increase from the 2021 baseline, which was already an increase on the prior year. At 86,5%, it was 3,3% above target, and 1,5% above the ceiling.

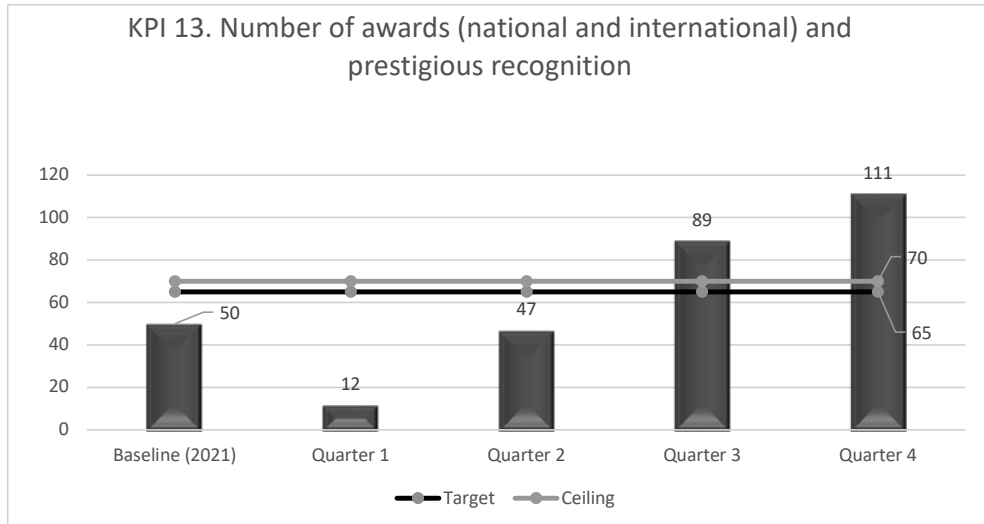


STRATEGIC OBJECTIVE FIVE:

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management

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



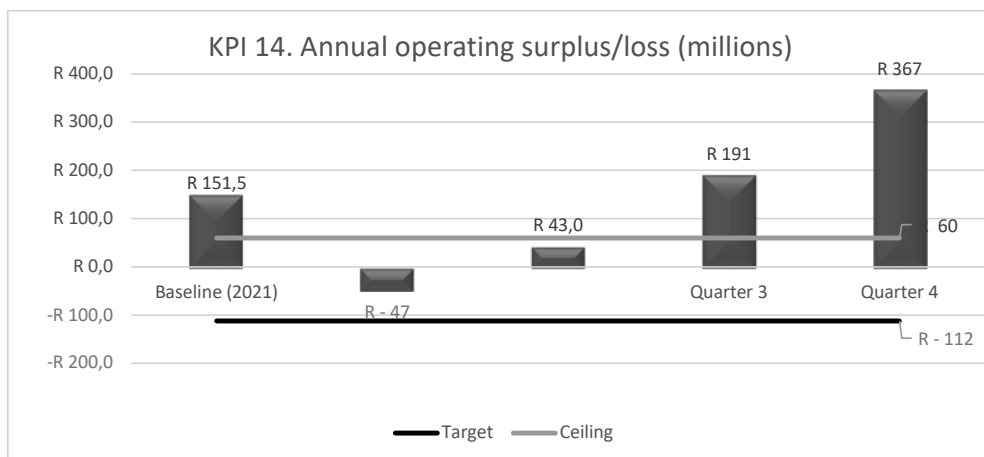
The target of 65 awards was set relative to the October 2021 baseline of 50, though at year-end the number of awards had risen to 82. This suggests that many awards are bestowed late in the year. By the end of 2022, a very pleasing 111 awards had been achieved, surpassing the target of 65 by 46, or 70,8%.

STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Fitness for purpose

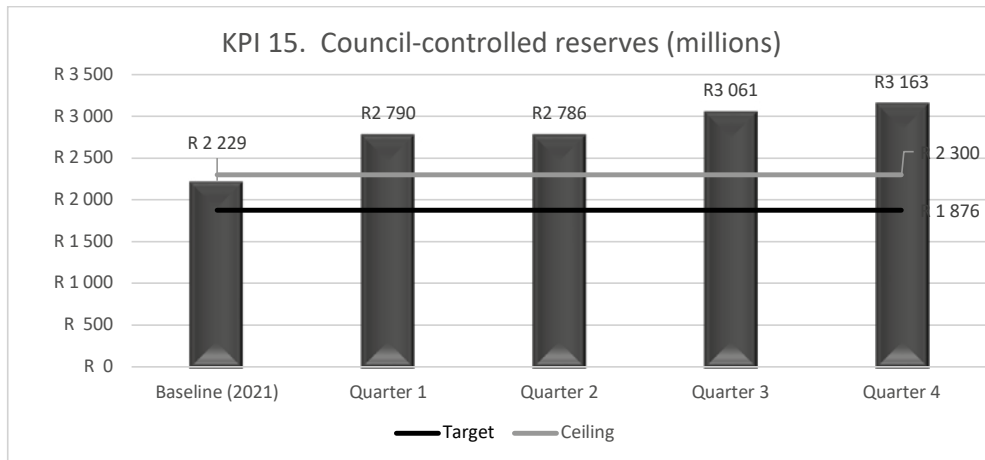
14. Annual operating surplus/loss – millions (66)



The expectation for KPI 14 was a deficit of R112 million at the end of the year, and the ceiling was pitched at a surplus of R60 million. While the October 2021 baseline was R151.5 million, the audited figure for the surplus at the 2021 year-end was R324.8 million. At the end of 2022, the surplus was R367 million, which is considerably better than the projected target, and far beyond the ceiling.



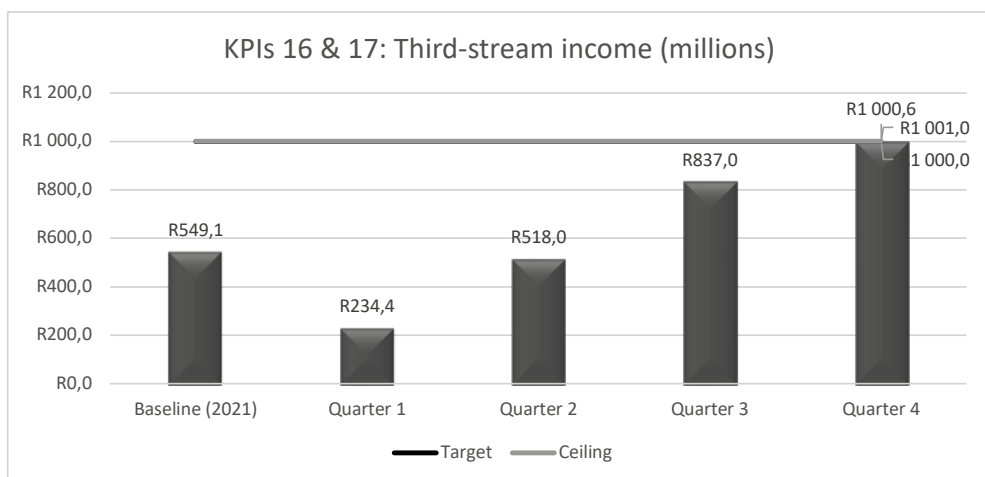
15. Council-controlled reserves – millions (68)



The baseline was a projected R2 229 million, while the audited year-end figure for 2021 was higher at R3 179 million. At the end of 2022, the figure for Council-controlled reserves is R3 163 million, which is 68,6% above target.

16. Externally generated funding – millions (67) AND

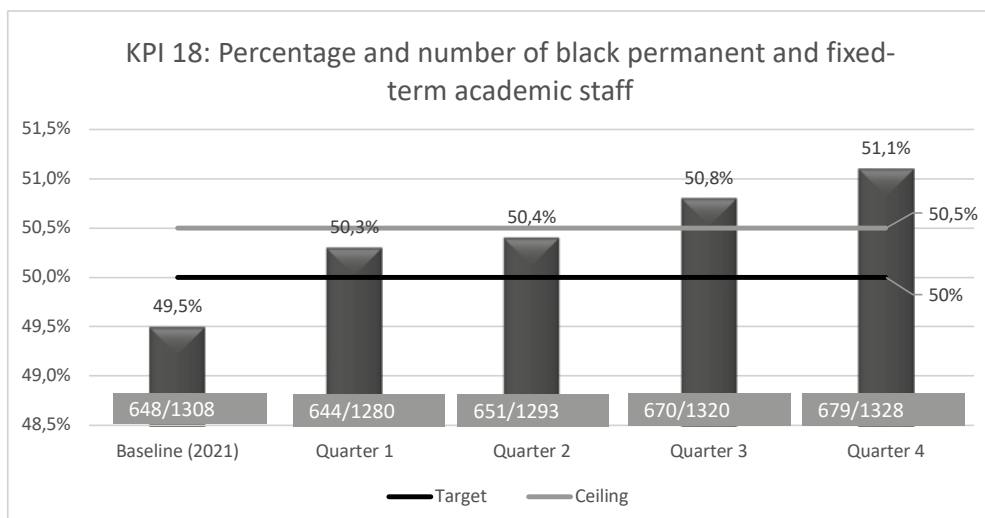
17. Third-stream income (externally generated research funding) – millions (11)



The target of R1 billion is for KPI 16, externally generated funding, and KPI 17, externally generated research funding, combined. The year-end amount of R1 003 million is marginally above target and at the ceiling. It is R453.9 million or 82,7% above the October 2021 baseline.

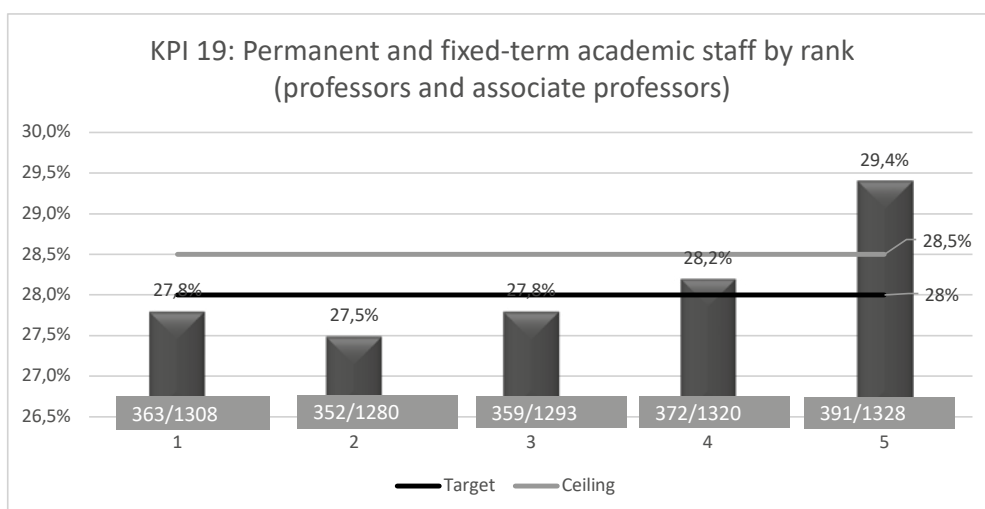


18. Percentage and number of black permanent and fixed-term academic staff (77)



At 51,1%, the percentage of black permanent and fixed-term academic staff is 1,1% above the target of 50%, and 0,6% above the ceiling. As a point of reference, the comparable figure was 39,5% in 2016 and it has been increasing steadily since.

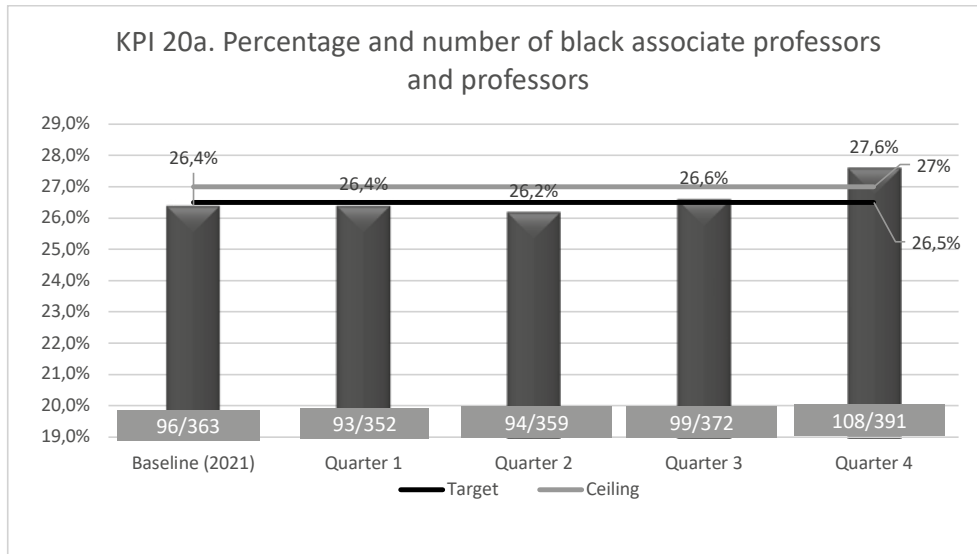
19. Permanent and fixed-term academic staff by rank (associate professors and professors) (79)



This indicator monitors seniority among the academic staff. The year-end outcome of 29,4% is above the target of 28% by 1,4%.

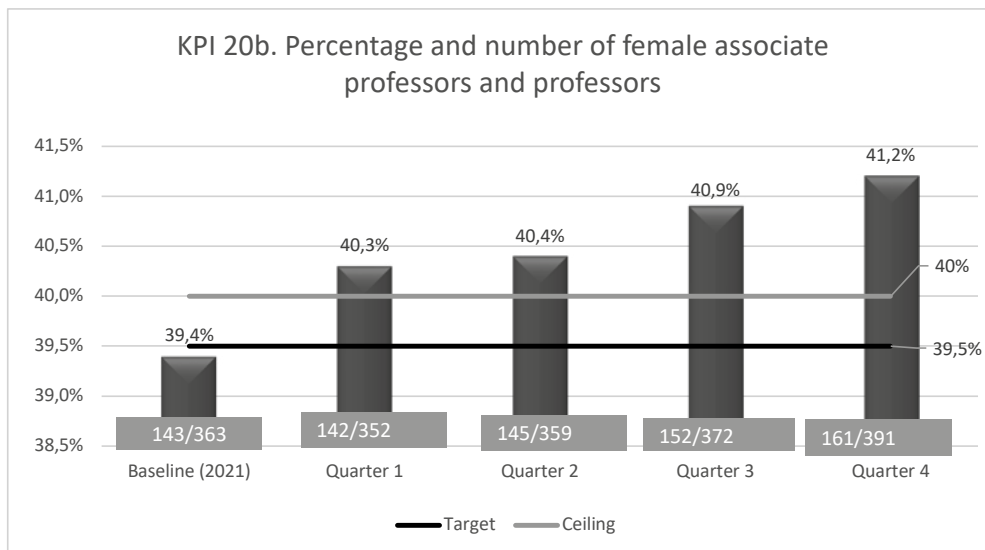


20a. Percentage and number of black associate professors and professors (78)



The percentage of black associate professors and professors at the end of 2022 exceeded the target of 26,5% by 1,1%, and the ceiling by 0,6%. This is a very positive outcome.

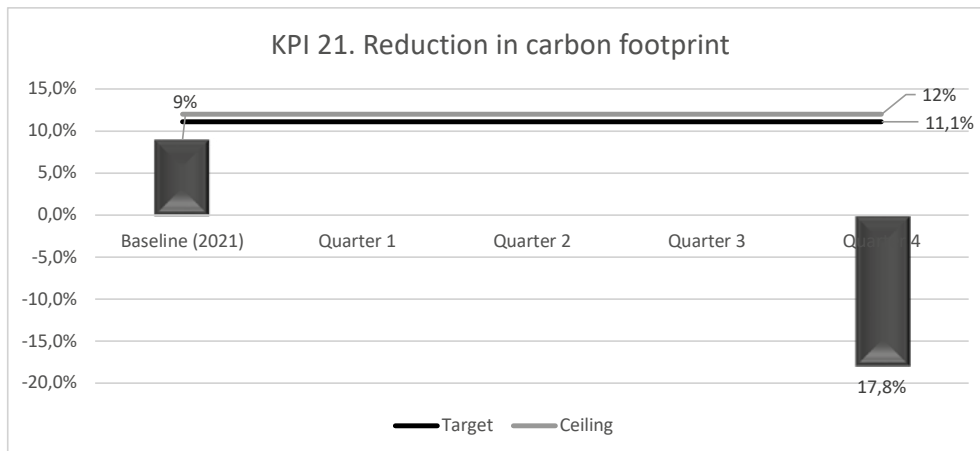
20b. Percentage and number of female associate professors and professors (78)



The gender distribution among associate professors and professors is tracked in this part of the indicator, and here, the year-end outcome of 41,2% is 1,2% above the ceiling. The female professoriate was 18 higher than in October 2021, while the overall professoriate increased by 28. The total HEMIS headcount includes everyone who has been employed in the professoriate throughout the year, regardless of retirements and resignations, so it is generally lowest in Quarter 1 and highest at year-end. The professoriate has been growing steadily since the 250 of 2016.



21. Reduction in carbon footprint (83)

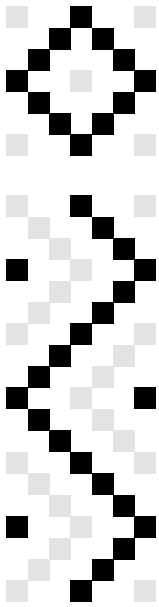


The outcome for carbon footprint at -17,78% is much lower than the 11,1% target. The increase is related to the total electrical energy consumption, which increased by 13,37%. While it is an increase from 2021, in comparison with 2015, the carbon footprint is 27,06% lower.

Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal

Xoliswa Kakana (Ms)
Chairperson of Council



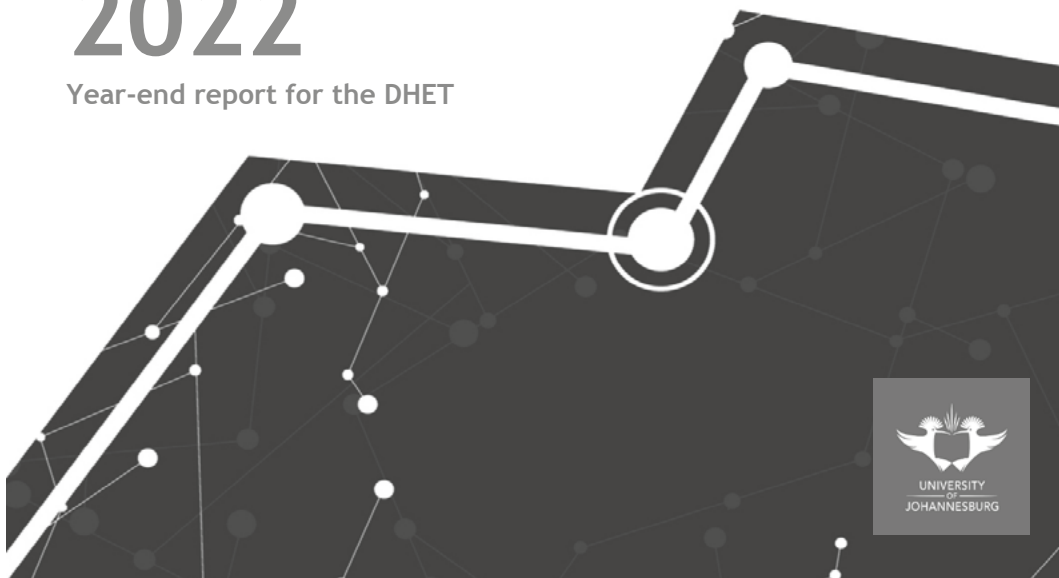


Report on the DHET Annual Performance Plan 2022 of the University of Johannesburg

UJ ANNUAL
PERFORMANCE PLAN

2022

Year-end report for the DHET



1. STRATEGIC OVERVIEW

VISION

An international university of choice, anchored in Africa, dynamically shaping the future

MISSION

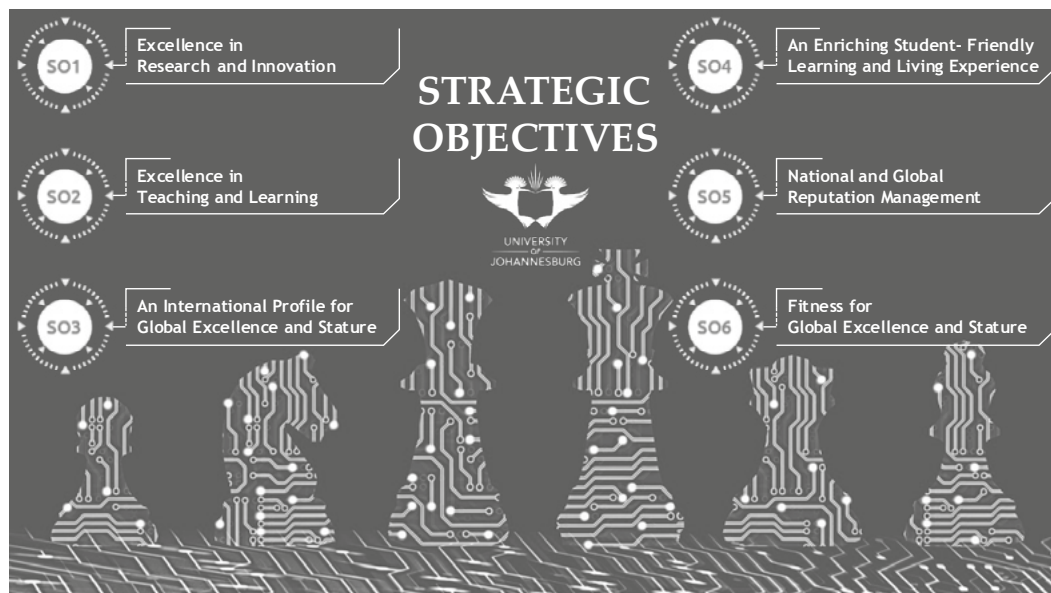
Inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge.

STRATEGIC GOAL

Global excellence and stature



2. STRATEGIC OBJECTIVES



3. KEY PERFORMANCE AREAS, INDICATORS AND TARGETS

	KPI	BASELINE (October 2021)	2021 YEAR-END	2022 TARGET	2022 MID-YEAR	2022 YEAR-END
1.1 Research productivity (N-1) (3)	Total number of accredited research publication units (N-1)	2 372 submitted	2 372 submitted	2 300 submitted	2 819 submitted	2 819 submitted
		2 276.3 accredited for 2019 publications; Outcome for 2020 publications NYA	2 305.6	2 100 accredited for 2021 publications	NYA	2 772 expected*
1.2 Per capita research output per permanent academic staff member (year N-1)	Publication units per permanent academic staff.	1.8*	1.78	1.77	NYA	2.1 expected*
1.3 Outstanding academics (highest qualification) (76)	Academic staff with PhD as highest qualification	55.4% 724/1308	55.8% 731/1309	56%	56.5% 746/1321	57.1% ¹ 758/1328
	Academic staff with Master's as highest qualification	37.8% 495/1308	37.6% 492/1309	37%	37.1% 490/1321	35.7% 475/1328
	Academic staff with other qualifications	6.8% 89/1308	6.6% 86/1309	7%	6.4% 85/1321	7.2% 95/1328





KPA	KPI	BASELINE (October 2021)	2021 YEAR-END	2022 TARGET	2022 MID-YEAR	2022 YEAR-END
2.1 An enrolment profile across all primary disciplinary areas applying a maintenance principle (17-20)	BUS/MAN	37.6% (19 034)	37.6% (19 026)	37.6% (19 091)	38.6% (19 783)	38.6% (19 821)
	EDU	9.1% (4 598)	9.1% (4 600)	9.0% (4 573)	9.0% (4 612)	9.0% (4 638)
	SET	34.3% (17 346)	34.3% (17 344)	34.3% (17 442)	34.0% (17 426)	34.0% (17 465)
	OTHER HUMANITIES	19.0% (9 622)	19.0% (9 620)	19.1% (9 712)	18.5% (9 476)	18.4% (9 481)
2.2 Increased enrolment in postgraduate studies (21)	Proportion of UG:PG	78.6:21.4	78.5:21.5	78:22	78:22	77.8:22.2
2.3 Enrolment	Total Headcount enrolment	50 600	50 591	50 818	51 297	51 405
	Unweighted FTE totals	39 669	39 616	39 263	39 216	39 075.18
	First time entering UGs	10 570	10 555	10 495	10 367	10 464
	UG: Dip & certificates	10 829	10 831	10 779	10 738	10 743
	UG: Degrees	28 920	28 902	29 095	29 267	29 261
	PG: Below Masters	4 386	4 383	4 402	4 354	4 352
	Masters	4 778	4 778	4 889	5 035	5 129
	Doctoral	1 687	1 697	1 703	1 903	1 920
	PG Total	10 851	10 858	10 994	11 292	11 401



2.4 Excellent student success rates, retention and graduate output (N-1)	UG Degree credit success rates (34) (N-1)	89.2%	89.2%	88%	87.5%	87.5%
	Total graduation rate and output (N-1) (37)	26.9% (13 035)	26.9% (13 035)	26.4% (13 371)	25.7% (12 998)	25.7% (12 998)
	UG graduation rate and output (N-1) (38)	24.5% (9 458)	24.5% (9 458)	24.5% (9 739)	22.3% (8 878)	22.3% (8 878)
	PG Output total: (N-1)	3 577	3 577	3 632	4 120	4 120
	PG below Masters (N-1)	2 416	2 416	2 438	2 694	2 694
	All Masters (N-1)	937	937	973	1 160	1 160
	Doctoral (N-1)	224	224	221	266	266
3.1 Financial sustainability	Balanced annual budget and five-year financial plan (66)	R151.5m projected	R324.8m	R112.0m deficit	R43m surplus	R367m

* estimated, DHET Research Output Report NYA
 ** HEMIS staff and student data extracted on 28.02.2023

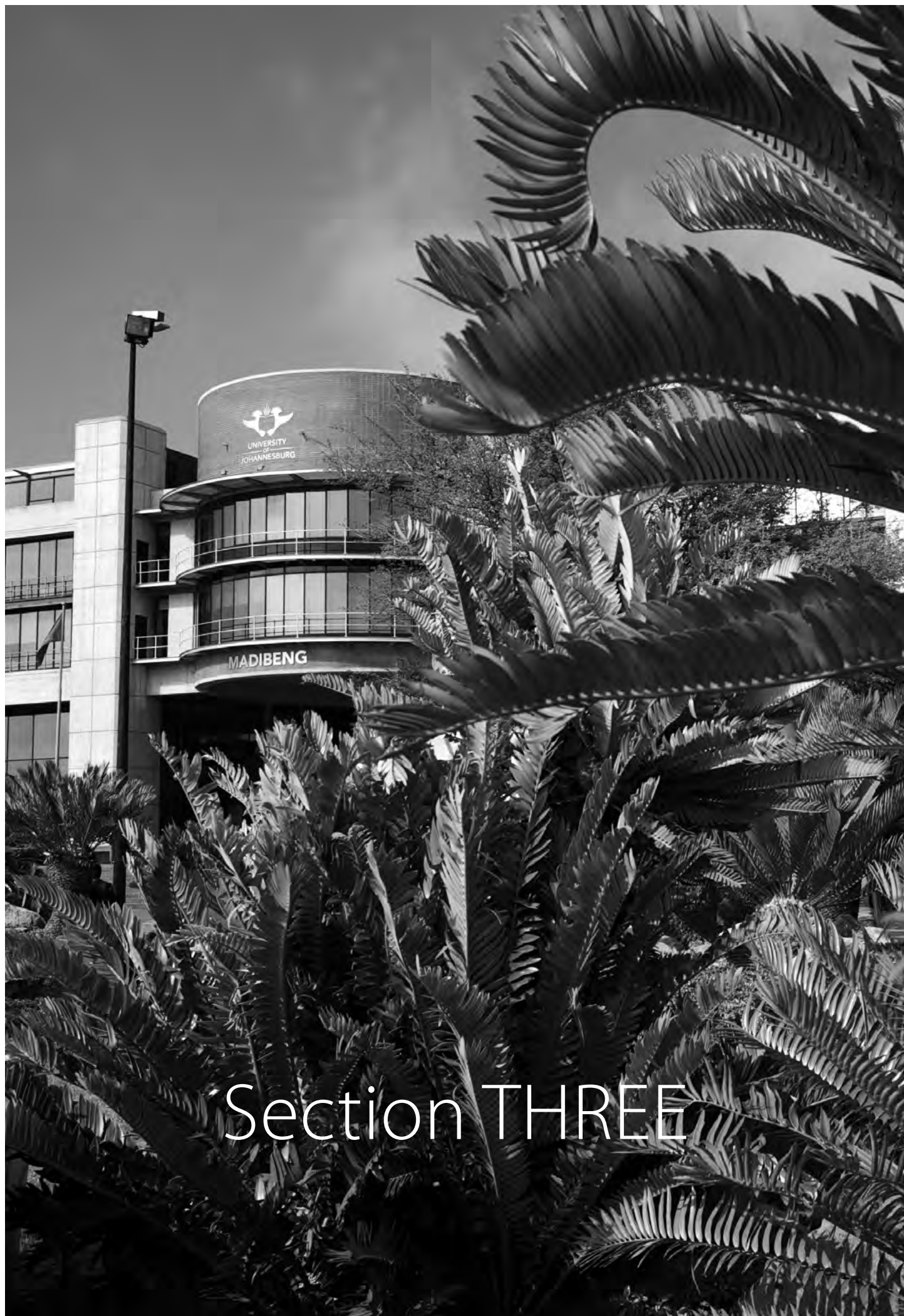


Lethlokwa Mpedi (Prof)
 Vice-Chancellor and Principal

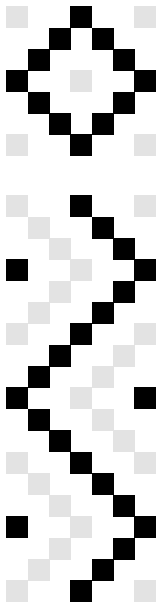


Xoliswa Kakana (Ms)
 Chairperson of Council





Section THREE



Statement of Governance

OVERVIEW

The Statement on Governance focuses on the following:

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

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

As far as governance efficiency is concerned, the UJ Annual Performance Plan (APP) for 2022 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council). An average score of 85% was achieved against a target of 85%, which reflects a slight decrease when compared with 2021 (86%).

The ratings of the following three of the ten corporate governance responsibilities have decreased when compared with 2021:

- Combined assurance (internal and external audit function, internal controls, governance structures and performance).
- Transformation.
- Sustainability.

The ratings of the remaining seven of the ten corporate governance responsibilities remained the same as in 2021:

- Strategy development, value creation/impact and execution (mission, vision, indicators and values).
- General principles of governance, statutory committees/structures and decision making.
- Risk governance.
- Information Technology governance.
- Compliance with legislation, UJ Statute, codes and standards, regulations (external and internal) and rules (as amended).
- Core business governance (teaching and learning and research).
- Community engagement and stakeholder relationships.



Declaration of interests and positions of trust

The following has reference:

- The principle of declaring interests and positions of trust by members of the Council and members of the MEC has been in place since 2007. The Register reflecting the general interests and positions of trust declared by Council members is compiled by the Registrar and updated annually. The Register serves at the first Council meeting of the year. The MEC Register reflecting the members' declaration of general interests serves at the second MEC meeting.
- The principle of declaring agenda-based interests has also been in place for all structures/committees. The Registrar compiles a report on agenda-based interests declared by Council members for annual submission to the external auditors.



Bettine Jansen van Vuuren (Prof)
Registrar

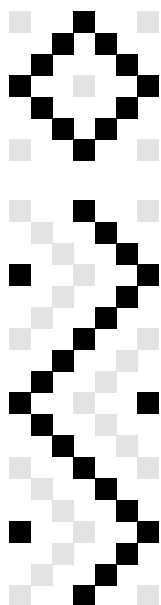


Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal



Xoliswa Kakana (Ms)
Chairperson of Council





Council and Council Committees' Governance Report

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

Council composition

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

Table 5: Council members

NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
FIVE EXTERNAL PERSONS APPOINTED BY THE MINISTER OF HIGHER EDUCATION, SCIENCE AND TECHNOLOGY			
Ms S Dlamini	1 August 2020 – 31 July 2025 (second term)	Bachelor of Business Science (UCT); Programme in Investment Analysis and Portfolio Management (Unisa)	Strategy formulation and implementation; Investment management; Marketing/branding; Business development; Project management; Presentations/Public speaking; Fundraising; Responsible investing/Environmental, Social and Governance (ESG).
Ms K Gugushe	1 July 2017 – 30 June 2022 (first term)	BCom (Accounting) (RU); Postgraduate Diploma in Accounting (UKZN); CA(SA) (SAICA)	Finance; Investment Analysis; Development Finance; Risk Management.
Ms MG Khumalo	4 September 2019 – 3 September 2024 (first term)	BCom (Accounting) (University of Limpopo); BCompt (Hons) (Unisa); CTA (Unisa); CA(SA) (SAICA)	Enterprise Risk Management; Risk Management; Internal Auditing; Compliance; Finance; External Auditing; Governance; Consulting; Independence; Conflict Management; Leadership Training; External audit.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Mr G Khosa	1 July 2017 – 30 June 2022 (second term)	BA (Education) (UNIN); Postgraduate Diploma in Public and Development Management (Wits); BA Hons (Geography) (Unisa); Master's in Management (Wits)	Chief Executive Officer (CEO) of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, a schoolteacher; CEO: National Education Development Trust; CEO of NECT.
Dr Y Ndema	1 March 2017 – 28 February 2022 (first term)	BProc (Law) (University of Natal); LLB (UKZN); LLM (Tax Law) (UCT); PhD (Law) (UCT) Leadership for Women (GIBS); General Management Programme (Harvard Business School); Postgraduate certificates in Money Laundering, Corporate Law, and Compliance Management	Various directorships and trustee positions; Group Legal and Compliance Executive; Governance risk management, legal, commercial transactions, ethics and compliance group investigations; Speaker at conferences; Admitted Advocate, Certified Ethics Officer; Member of various professional affiliations.
Ms J Schreiner	1 July 2022 – 30 June 2027 (first term)	BA; BA Hons (African Studies); MA (Sociology); Master of Security Studies	Strategic, evidence-based policy development; Integrated strategic planning; Organisational and strategic leadership; Executive management, decision management; high-level coordination, liaison and networking; Programme and project planning and monitoring; Stakeholder relation management; Supervision, mentoring and capacity building; Risk management; Gender transformation and mainstreaming; Security analysis and management skills; Strategic analysis and writing; Communication strategy; Social and ethics governance.
TWO MEMBERS OF THE CONVOCATION			
Mr M Khoza	15 September 2019 – 14 September 2022 (first term)	NDip (Leadership); BScEng (Computer) (UKZN); MEng (Electrical) (UJ)	Extensive regional knowledge and experience in financial services across Africa; Detailed knowledge of the financial services industry (including history, trends, future development, investment banking, capital raising and providing strategic financial advice); Strong leadership credentials, including leading through change and associated capital and cost management requirements; Ability to lead multi-year strategic planning and strategic execution in large organisations.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Mr L Mpunzi	15 September 2022 – 14 September 2025 (first term)	BA (Public Management); Honours (Development Studies); MA (Development Studies); Project Management; various certificates	Research, monitoring and evaluation of development programmes; Research, teaching, and learning; Public policy-making, advocacy and awareness raising; Project initiation, design, scheduling, and execution. Monitoring project costs and ensuring project closure; Leadership, empathy, and problem-solving skills; Communication, negotiation, and critical thinking; Plan, monitor and evaluate child protection programmes; Managing and overseeing the activities relating to rendering financial services. Client relationship management, processing insurance claims and underwriting.
Ms NP Mvubu	1 December 2022 – 30 November 2024 (first term)	National Diploma Town and Regional Planning (UJ); BTech Town and Regional Planning (UJ)	Facilitation and contract management of land donations and land vetting; Issuing of site clearance for planned maintenance for land ports and government owned properties/land; Providing technical assistance to professional teams in aspects related to town and regional planning; Validating procurement plan from site acquisition to site readiness; Providing input to procurement processes; Comprehensive spatial planning for infrastructure planning; Spatial analysis and modelling; Providing input to policy perspective contributing to updating of functional and technical norms and standards generated from post projects and post occupancy evaluation; Identifying suitable sites for infrastructure development; Validating town planning requirements; User Asset Management Plan; Project management on refurbishments, planned maintenance and developments on state owned land/properties; Site inspections and land audits; Comments on development applications within jurisdiction of state owned land/properties; Compiling feasibility reports on refurbishments, planned maintenance and redevelopment on state owned land and properties; Providing town planning input with alignment to applicable regulations and requirements; Managing site clearance standards with appointed Project Manager; Allocating, monitoring and controlling expenditure and resources.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Ms MC Tshilande	1 December 2019 – 30 November 2022 (first term)	BEng Civil Engineering (UJ); MEng Geotechnical Engineering (UCT)	Professional Geotechnical Engineer, Civil Engineer, Project Manager (Aurecon); Member (UJ Executive Committee of Convocation); Executive Board member of Geotechnical Division South African Institution of Civil Engineering (SAICE); Reviewer of African Young Geotechnical Engineers Conference technical papers; Past Chair for Limelight (Emerging Professionals Forum); Past Vice-Chair for Society for Women in Engineering and Technology; Speaker (UJ, SAICE, Taungana).
SIX MEMBERS WHO REPRESENT APPROPRIATE SECTORS AND PROFESSIONS AND WHO COLLECTIVELY REPRESENT A BROAD SPECTRUM OF COMPETENCIES			
Mr F Baleni	1 August 2019 – 31 July 2024 (third term)	Diploma in Political Science and Trade Unionism; Project and Financing (London Business School); BA (Development Studies)	Executive Management: NUM. Involvement in National Union of Mineworkers Development Projects, Training Centre; Management of people; Policy development. Negotiations (i.e. political, CODESA and Collective Bargaining and dispute resolutions).
Prof D Hildebrandt	1 February 2019 – 31 January 2024 (second term)	BSc (Chemical Engineering) cum laude (Wits); MSc (Chemical Engineering) (Wits); PhD (Chemical Engineering) (Wits)	Professional Assistant Chamber of Mines Research Organisation; Environmental Engineering Laboratory; Process Engineer (Sastech, SASOL); Senior Lecturer, Department of Metallurgy (Potchefstroom University for Christian Higher Education); Senior Lecturer (Department of Chemical Engineering) (Wits); Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (Wits); Professor of Process Synthesis (20% appointment) (University of Twente, The Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (Wits); SARCHI Professor of Sustainable Process Engineering (Wits); Director MaPS (A Research Unit at Unisa); Director: IPEAS at Unisa; Director HEBEI Bioconverters Lab; HEVEI Institute of Technology China; Leadership in research; Researcher.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Ms X Kakana	1 April 2018 – 31 March 2023 (first term)	BSc (Mathematics and Applied Mathematics) (University of Transkei); Master's Degree in Electronics Engineering (FH Giessen-Friedberg University, Germany); MBA (Henley Management College, London); MBA, Technology Management and Innovation (Massachusetts Institute of Technology); Master's in Public Administration (Harvard University); Clarity Academy Coaching; Business Scaling up Certification	Chief Executive Officer of ICT-Works; Electronics Engineering and ICT; Development of the Green and White Paper processes; Founder and former Chairperson of Women in ICT; Non-Executive Director at Broadband Infraco and ZA Central Registry; Non-Executive and Chairperson of South African National Space Agency; Coaching; Small Business Coaching.
Ms N Molohe	1 January 2022 – 31 December 2026 (first term)	BSc (Med) (Wits); BCompt (Hons) CTA (Unisa); CA(SA)	Extensive experience in various sectors: Specialised Funds Management – WipCapital (Pty) Ltd; Group Finance Executive – Viamax (Pty) Ltd; Finance Director – ZICO (Pty) Ltd; CFO – FSB (Financial Services Board); previously served on the following Boards: Nampak Ltd; Illovo Sugar Ltd; Toyota Financial Services SA (Pty) Ltd; South 32 Coal Holding (Pty) Ltd; Bidvest Ltd; MTN (SA) (Pty) Ltd; MTN Eswatini; MTN Rwandacell; MTN Uganda; MTN Zambia; MTN Ivory Coast; MTN Cameroon; MTN Liberia; MTN Benin; currently serve on the following Boards: Engen Ltd; EOH Holdings Ltd; Investec Property Fund Ltd; MTN Group Ltd; Old Mutual Ltd; Old Mutual Life Assurance Company (SA) Ltd.
Mr MS Teke	1 July 2017 – 30 June 2022 (second term) 1 July to 31 December 2022 (co-opted)	BA (Ed); BEd (University of the North); BA (Hons) (RAU); MBA (Unisa)	Served in various HR roles at Unilever, Bayer, Impala and BHP Billiton; CEO of Optimum Coal; became VP of the Chamber of Mines 2011/2012; became President of the Chamber of Mines 2017; Chairperson of the Richards Bay Coal Terminal in 2012 and 2016, Non-Executive Director of the Board and Chairperson of the Remuneration Committee; Non-Executive Chairperson of Rolfe's; Non-Executive Chairperson of Anchor Group; Chairperson of Council at the University of Johannesburg, Executive Chairperson and controlling shareholder of Masimong Group Holdings.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Dr WP Rowland	1 August 2018 – 31 July 2023 (fourth term)	BA, BA Hons, MA (Unisa); PhD (UCT)	National Executive Director of SA National Council for the Blind until 2005; CEO of Thabo Mbeki Development Trust until 2007; Director of various enterprises, companies, universities and NGOs nationally and internationally; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at United Nations, World Bank and World Health Organisation.
VICE-CHANCELLOR AND PRINCIPAL			
Prof TM Marwala	1 January 2018; membership by virtue of office (first term)	BSc (Mechanical Engineering) (Case Western Reserve University, Cleveland), Master's in Mechanical Engineering (UP); PhD (Engineering) (Cambridge)	Full Professor of Electrical Engineering; the Carl and Emily Fuchs Chair of Systems and Control Engineering; SARChI Chair of Systems Engineering at the Wits. Postdoctoral research associate at the Imperial College (London); registered professional engineer, a Fellow of TWAS, the World Academy of Sciences, the Academy of Science of South Africa, the African Academy of Sciences and the South African Academy of Engineering; Senior Member of the Institute of Electrical and Electronics Engineering and a distinguished member of the Association for Computing Machinery; Human Capacity Development having supervised 47 Masters and 28 PhD students to completion; Associate editor of the International Journal of Systems Science (Taylor and Francis Publishers); Reviewer for more than 40 ISI journals.
ONE DEPUTY VICE-CHANCELLOR, RECOMMENDED BY THE MEC AND APPOINTED BY THE COUNCIL			
Prof LG Mpedi	24 June 2021 – 23 June 2026 (first term)	BJuris (Vista); LLB (Vista); LLM (RAU); LLD (UJ)	Academic leadership; Labour and social security law; Internationally recognised and NRF-rated researcher; Member of several boards and councils of international and national associations and organisations; Fellow of the Academy of Science of South Africa
TWO MEMBERS OF THE SENATE WHO ARE NOT OTHERWISE MEMBERS OF THE COUNCIL, ELECTED BY THE SENATE			
Prof H Abrahamse	1 August 2018 – 31 July 2023 (second term)	BSc (Biochemistry and Psychology) (RAU); BSc (Hons) (Biochemistry) (SU); BSc (Hons) (Psychology) (Unisa); MSc (Medical Biochemistry) (SU); PhD (Biochemistry/ Molecular Biology) (Wits); GIBS Executive Leadership Program (UP)	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation fund panel; Professorial committees; NRF Standing panel member; National Health Research Committee.



NAME	TERMS OF OFFICE	QUALIFICATIONS	SKILLS
Prof A Strydom	1 August 2018 – 31 July 2023 (first term)	BSc (Physics, Chemistry, Mathematics) (RAU), BSc (Hons) (Physics, cum laude) (RAU), MSc (Physics, cum laude) (RAU); PhD (Physics) (Wits)	Research Professor; Vice-Dean: Research and Postgraduate Students (Faculty of Science); Experience in higher degrees and research management on Faculty and Senate level; Experienced panel member across faculties in recruitment, selection and promotion on academic and on support levels; Internationally recognised and NRF-rated researcher; Multiple NRF research grant holder; Former team member of a European Research Council Advanced Research Grant; Former sole grant holder of a German Research Foundation award; Current collaborations and multinational joint research programmes with leading groups and institutions in more than ten countries; Project, programme and research proposal evaluation panel member for science institutions in SA, UK, Poland, and the Czech Republic; Member of international advisory boards of multiple international conference organisations; Postgraduate supervision experience in SA, Germany, and Austria; Experienced Physics lecturer on all levels.
ONE PERMANENT, FULL-TIME ACADEMIC EMPLOYEE NOT ON SENATE, ELECTED BY THE PERMANENT ACADEMIC EMPLOYEES			
Ms B Madikizela	1 September 2018 – 31 August 2023 (first term)	BCom (Accounting) (Wits); BCom (Accounting Honours) (UJ); MCom in International Accounting (UJ); CA(SA); SLP: Thought Leadership for Africa's Renewal (Thabo Mbeki African Leadership Institute)	Chartered Accountant with over 10 years' post-article experience; Senior lecturer in the Department of Accountancy at UJ; member of management responsible for the Academic Innovation and Benchmarking portfolio within the department; Consultant on Personal Financial literacy of university students for ISASA's teacher intern programme; Head of Finance for the Investor Services division (Standard Bank of South Africa); various board and committee memberships in a range of industries including investment management, medical aid, local government, housing, and transportation.
ONE PERMANENT, FULL-TIME NON-ACADEMIC EMPLOYEE, ELECTED BY THE PERMANENT NON-ACADEMIC EMPLOYEES			
Mr M Mahlasela	1 September 2018 – 31 August 2023 (first term)	Matric	Communication skills; leadership and team building; work with various organisations; community engagement.
TWO STUDENTS ELECTED BY THE SRC IN ACCORDANCE WITH THE CONSTITUTION OF THE SRC			
Mr M Manana	2022	Diploma in Accounting	SRC President 2022; SASCO Greater Johannesburg Regional Chairperson 2021-2022; South African Union of Students (SAUS) and National Executive Committee member.
Ms Z Mthembu	2022	Marketing Management; UJ Young Leadership Development graduate	Management of any brand from a marketing perspective, leadership, and teamwork.



Declaration of interests and positions of trust

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

Register declaration of interests and positions of trust

The Register reflecting the declaration of interests and positions of trust by Council members was compiled by the Registrar and submitted to Council at its first meeting in March 2022.

Council attendance and Council committees' purpose and attendance

The Council met four times during 2022, with the attendance being as follows:

Table 6: Council and council committees' attendance

EXTERNAL MEMBERS	ATTENDANCE	INTERNAL MEMBERS	ATTENDANCE
Mr FM Baleni	4/4	Prof H Abrahamse	4/4
Ms S Dlamini	1/4	Ms B Madikizela	4/4
Ms K Gugushe	3/4	Mr M Mahlasela	4/4
Prof D Hildebrandt	3/4	Mr M Manana	4/4
Ms X Kakana	2/4	Prof T Marwala	4/4
Mr G Khosa	2/2	Prof L Mpedi	4/4
Mr M Khoza	2/3	Ms Z Mthembu	4/4
Ms K Khumalo	3/4	Prof A Strydom	4/4
Ms N Molohe	2/4		
Mr L Mpunzi	1/1		
Dr Y Ndema	3/4		
Dr WP Rowland	4/4		
Ms J Schreiner	2/2		
Mr MS Teke	4/4		
Ms C Tshilande	4/4		

Council Committees

Audit and Risk Committee of Council (ARCC)

Purpose

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

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



The ARCC met four times (three ordinary meetings and one confidential meeting) during 2022, with the attendance being as follows:

Table 7: AARC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Ms S Dlamini	External	1 August 2015	3/4
Ms X Kakana	External	1 July 2019	2/4
Ms MG Khumalo	External	23 November 2019	3/4
Ms N Molohe	External	1 April 2022	4/4
Prof T Marwala	Internal	1 January 2018	2/3 ¹

Executive Committee of Council (Council Exco)

Purpose

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

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

The Council met five times (four ordinary meetings and one special meeting) during 2022, with the attendance being as follows:

Table 8: Exco attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr M Teke	External	28 July 2017	3/4 ²
Mr F Baleni	External	1 August 2019	5/5
Ms K Gugushe	External	1 July 2017	5/5
Prof T Marwala	Internal	1 January 2018	5/5
Ms N Molohe	External	1 April 2022	2/5
Prof L Mpedi	Internal	24 June 2021	5/5
Dr Y Ndema	External	28 September 2017	4/5
Dr W Rowland	External	24 November 2017	5/5

¹ The composition of the ARCC was amended to include only internal members, effective 1 October 2022.

² Mr Teke was recused from the special Council Exco meeting.



Financial Sustainability Committee of Council (FSCC)

Purpose

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

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

The FSCC met five times (four ordinary meetings and one special meeting) during 2022, with the attendance being as follows:

Table 9: FSCC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2009	4/5
Mr JP Burger	Co-opted	1 July 2017	3/5
Ms S Dlamini	External	1 August 2015	3/5
Ms K Gugushe (Chairperson)	External	1 July 2017	5/5
Ms N Mamorare	Internal	1 May 2018	5/5
Prof T Marwala	Internal	1 January 2018	5/5
Prof L Mpedi	Internal	1 October 2022	0/1
Dr Y Ndema	External	1 March 2017	5/5

Human Resources and Social Ethics Committee of Council (HRSEC)

Purpose

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

- Acts as the Council Employment Conditions Committee.
- Considers and recommends the human resource delegation of authority to Council or Council Exco.
- Considers and recommends to Council the Conditions of Service for employees.
- Considers and recommends to Council Exco salary increases for employees below ELG level.



- Considers and makes recommendations to the Council on matters related to members of the Executive Leadership Group: the recruitment, selection, appointment, reappointment and retirement of ELG members.
- Considers and recommends to Council on matters related to stakeholder management, ethics, student life and experience, and transformation.

The HRSEC met eight times (four ordinary and four special meetings) during 2022, with the attendance being as follows:

Table 10: HRSEC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni (Chairperson)	External	1 July 2019	8/8
Prof T Marwala	Internal	1 January 2018	8/8
Dr M Ralephata	Co-opted (<i>Internal</i>)	1 September 2021	7/8
Dr WP Rowland	External	1 May 2006	8/8
Mr MS Teke	External	1 July 2012	5/8
Ms C Tshilande	External	20 March 2020	7/8

Projects and Resourcing Committee of Council (PRCC)

Purpose

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

The PRCC met four times during 2022, with the attendance being as follows:

Table 11: PRCC attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Ms X Kakana	External	1 April 2018	3/4
Mr G Khosa	External	1 July 2012	2/2
Prof T Marwala	Internal	1 January 2018	4/4
Dr Y Ndema	External	1 March 2017	2/4
Dr M Ralephata	Co-opted (<i>Internal</i>)	1 September 2021	4/4
Dr W Rowland (Chairperson)	External	24 November 2017	4/4

Remuneration Committee of Council (REMCO)

Purpose

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

ELG remuneration and related matters

- Determines and approves conditions of service of members of the Executive Leadership Group (ELG) outside of standard conditions of service.
- Reviews and determines, on an annual basis, the remuneration of the members of the ELG, including the salary bands, based on (a) consideration of performance against the objectives set each year and (b) the comparative information on salaries and other benefits and conditions of service in the sector.



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

Council membership

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

The REMCO met six times (two ordinary and four special meetings) during 2022, with the attendance being as follows:

Table 12: REMCO attendance

COMMITTEE MEMBERS	STATUS	MEMBER SINCE	ATTENDANCE
Mr F Baleni	External	1 August 2019	6/6
Ms K Gugushe	External	1 July 2017	4/6
Ms N Molohe	External	1 April 2023	3/6
Dr Y Ndema	External	28 July 2017	5/6
Dr W Rowland	External	24 November 2017	5/6
Mr M Teke	External	28 September 2017	6/6

The following joint Committee was operational in 2022: UJ Awards Committee (joint Council and Senate committee).

Performance Review: Council and its Committees

The Council and its committees conducted a simplified performance review, with members responding to four questions. The key themes arising from the outcomes are as follows:

- Staff: Wellbeing, retention, talent management, skills development, morale, recognition, and ELG succession planning.
- Students: Wellbeing, safety, readiness for university and the world of work, and accommodation.
- Sustainability: Financial, fundraising, NSFAS, maintenance of facilities (backlog maintenance), and electricity and water.
- Business continuity, cyber security, and compliance.
- Academic excellence: Relevant curricula, research funding, infrastructure, support and alignment with SDGs, and SMART campuses.
- Leadership: Transition and change management.

Matters of significance considered and noted by the Council

General governance

- Approving the appointment of external Council members on statutory and other applicable committees.



- Approving the co-option of one external Council member, also the Council Chairperson, for six months, in line with Clause 10.3 of the UJ Statute and extending his term as Chairperson accordingly.
- Electing the new Council Chairperson.
- Approving the following:
 - The Strategic Plan, 2023 to 2025.
 - The updated UJ Annual Performance Plan (APP) for 2022.
 - The 2023 UJ APP.
 - The revised charters of the Council and its committees.
 - The revised UJ Convocation Constitution.
 - The 2022 Mid-Year Report on the DHET APP and the 2022 Mid-Year Financial Progress Report to DHET.
 - The 2023 DHET APP.
 - The UJ Annual Report for 2021 for submission to DHET.
 - The 2021 UJ Council Self-Assessment for submission to DHET.
 - The revised proposal for Council performance reviews.
 - The revised Rules for Effective Meetings.
 - The revised Procedure for Creating, Using, Retaining and Destroying of Audio Recordings of Statutory and other Committee Meetings Serviced by the University Secretariat.
- Discussing the outcomes of the Institute of Directors' governance review and agreeing on the actions to be taken to implement the recommendations.
- Reviewing institutional performance for 2022 against the approved Strategic Plan.

Policies, frameworks, and delegations

- The revised Human Capital Delegation of Authority.
- The revised Financial Delegation of Authority.
- The revised Language Policy.
- Policy on Data Management and the Protection of Personal Information.
- The amended and restated UJ Trust Deed.
- The revised Policy on Sabbatical Leave.
- The revised Policy on Academic Categories, Appointment and Promotion Criteria Processes.
- The revised Policy on Appointment and Reappointment of the Members of the ELG, excluding the VC.
- The Combined Assurance Framework.

COVID-19

- Approving the recommendation to relax some of the Mandatory Vaccination Policy stipulations and implementation protocols, on the understanding that they might be reinstated if UJ's COVID-19 risk profile required it.

Finance

- Approving the following:
 - > The budget for 2023.
 - > The UJInvnt Memorandum of Incorporation.
 - > The proposal on the tax exemption status for UJ Properties and A Million Up Investments.

Auditing

- Approving the following:
 - The 2021 Audited Annual Financial Statements.
 - The Going Concern Consideration for 2021.
 - The Risk Management Implementation Plan, 2022 to 2024.
 - The Institutional Risk Register.
 - The Institutional Fraud Risk Register.
 - The Reputational Risk Dashboard.
 - The Reputational Risk Management Framework.
 - The Compliance Implementation Plan, 2022 to 2024.



Honoraria payable to external Council members for attending meetings

- Noting the Council Exco's approval of the honoraria payable for external Council members for attending applicable statutory committee meetings. The honoraria amount was benchmarked in 2022 against peer universities in the higher education sector. For 2022 the amounts payable were as follows:

Table 13: Honorariums

Honorarium to Council members for attending Executive Committee of Council meetings	
Chairperson of Council	R6 122.00
Deputy Chairperson of Council	R5 565.00
Council member (external)	R4 452.00
Exco Chairperson	R5 565.00
Exco member (external)	R5 009.00
Honorarium to Council members for attending Council Committees, Institutional Forum, Senate and the UJ Trust	
Chairperson of Committee	R5 009.00
Council member (external)	R4 452.00

Note: External individuals, appointed by the Council to serve on Council committees as co-opted members, will receive the same honoraria as external Council members.

Physical assets and related matters

- Approving the renaming of the JBS Building to UJ on Empire.

Human resources

- Approving the following:
 - The following ELG appointments/reappointments:
 - The appointment of the Vice-Chancellor and Principal.
 - The appointment of the DVC: Academic.
 - The reappointment of the DVC: Research and Internationalisation.
 - The appointment of the Registrar.
 - The reappointment of the Chief Financial Officer.
 - The reappointment of the Executive Director: Library and Information Centre.
 - The appointment of the Executive Director: Research and Innovation.
 - The appointment of the Executive Dean: College for Business and Economics.
 - The extension of the contract of the Senior Executive Director by 10 months up to the incumbent's retirement.
 - The UJ's Employment Equity Report to the Department of Employment and Labour.
 - The UJ Ethics Charter.
- Noting the Council Exco's approval of the 2023 salary mandate.

Core business and academic support services

- Approving the following:
 - The 2023 Enrolment Plan.
 - The Enrolment Plan Mid-Term Review, 2023 to 2025.

Awards

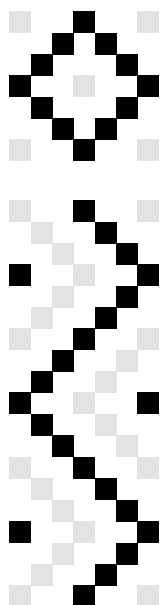
- Approving the recommendations to confer Honorary Doctorate Degrees on the following individuals: Prof Sir H Beckles, Prof C Brink, Prof I Gambari, Prof A Gurnah, Prof B Hazeltine, Prof W Huang, Ms N Mabasa and Prof M Mazzucato.



- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals: Mr O Badsha and Dr Rev P Verryn.
- Approving the recommendation to award the Alumni Dignitas Award to Ms R Buthelezi, Ms M Matikinca-Ngwenya and Ms K Ntshavheni.



Xoliswa Kakana (Ms)
Chairperson of Council



Senate and Senate Committees' Governance Report

OVERVIEW

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

Senate and its committees

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

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

Declaration of agenda-based interests

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

Attendance of the Senate and its committees

Senate ordinary and special meetings were held on the following dates in 2022: 22 March 2022, 13 June 2022, 12 September 2022, 13 September 2022 (special), 7 November 2022 (special), and 16 November 2022.

Attendance at the Senate meetings was very good at 73%. The attendance at Senate committee meetings was excellent, varying between 81% and 94%.

Performance Review: Senate and its Committees

The Senate conducted a simplified performance review, with members responding to four questions. The key themes arising from the outcomes are as follows:

- Strategic discussions, specifically relating to the academic project.
- UJ's Strategy beyond 2025.
- Stabilising and strengthening the new leadership.
- Sustainability.
- More participation from members.



The performance review instruments for the Senate committees were arranged in the following sections, with the averages obtained listed in brackets: Organisation of the committee (4.8), execution of functions (4.5), the role of members and Chairperson (4.7), and administration (4.9).

Matters of significance considered by Senate

Recommending the following to Council for approval:

- The revised Policy on Sabbatical Leave.
- The revised Language Policy.
- The revised Policy on Academic Categories, Appointment and Promotion Criteria and Processes.
- The Policy on Data Management and the Protection of Personal Information.
- The revised Charter for the UJ Awards Committee.
- The Enrolment Plan Mid-Term Review, 2023 to 2025.
- The Enrolment Plan for 2023.
- The conferral of Honorary Doctorates on the following candidates: Prof Sir H Beckles, Prof C Brink, Prof I Gambari, Prof A Gurnah, Prof B Hazeltine, Prof W Huang, Ms N Mabasa and Prof M Mazzucato.

Approving the following:

- Policies:
 - The revised Work-Integrated Education Policy.
 - The Teaching and Learning Policy.
 - The revised UJ Higher Degrees Policy.
 - The revised CBE Academic Promotions Policy.
 - The revised Policy on Timetable Construction.
 - The revised Policy on the Regulation of Secondary Income.
 - The revised Registration Policy.
 - The revised Admission and Selection Policy.
 - The revised Policy on Assessment and Standard Operating Principles for Faculties.
 - The revised Policy on Joint and Collaborative Programmes with Partner Higher Education Institutions.
- Amendments to the 2023 Academic Regulations.
 - The proposal that an oral defence/viva voce should be a compulsory part of the academic requirements for a doctoral qualification.
 - The Academic Calendar for 2023 and 2024.
 - The age exemption for diploma students.
 - The request from the CBE and the Faculty of Health Sciences to deviate from the approved COVID-19 Academic Regulations.
 - Amendments to the UJ Higher Degrees Administration document.
- The following charters:
 - Revised Charter of the Board of the College of Business and Economics (CBE).
 - Arts and Culture Committee Charter.
 - Charter of the Centre for Work Performance in CBE.
 - Charters of the Senate and its committees, institutes, and centres.
- The establishment and charter of the following centres were approved:
 - The South African Medical Research Council/University of Johannesburg Pan- African Centre for Epidemics Research Extramural Unit in the Faculty of Health Sciences.
 - The Centre for Digital Transformation in the Johannesburg Business School.
 - The Qatar-South Africa Centre for Peace and Intercultural Understanding in the Faculty of Humanities.
 - The Centre for Philosophy of Epidemiology, Medicine, and Public Health in the Faculty of Health Sciences.
 - The African Centre for Epistemology and Philosophy in the Faculty of Humanities.
 - The Forensic Investigation and Criminal Justice Centre in the Faculty of Law.
- UJ Code for Academic and Research Ethics.
- A proposal that, as of 2022, memoranda be submitted together with assessment papers to the Library's institutional repository.



- The following principles regarding blended teaching and learning for 2023:
 - At least 80% face-to-face, in-person and on-campus contact in first-year modules.
 - At least 60% face-to-face, in-person and on-campus contact in second-year modules.
 - At least 50% face-to-face, in-person, and on-campus contact in third- and fourth-year modules.
- The revised Appointment Procedure for Academic Heads of Departments/Schools.
- Applications to convert a master's registration to a doctoral registration for two students (Faculty of Humanities and the Faculty of Engineering and the Built Environment).
- Application to deviate from admission requirement for some Continuing Education Programme students in CBE in terms of mature age.
- The offering of formal subsidised academic programmes (to be submitted for external approval):
 - PhD (Innovation and Development).
 - MPhil (with specialisation in Quality Engineering) – addition of specialisation to MPhil.
 - MPhil (with specialisation in Digital Built Environment).
 - Master of Information Systems.
 - Bachelor of Commerce.
 - PhD (Innovation and Development).
- The offering of the following Continuing Education Programmes, via the Senate VC's Circular:
 - Advanced Diploma in Remedial Education (distance).
 - Advanced Diploma in School Leadership and Management (contact).
 - Advanced Diploma in School Leadership and Management (distance).
 - Property Valuation (distance).
 - Advanced Certificate in Business Management (distance).
 - Bachelor of Education in Foundation Phase Teaching (distance).
 - Human Settlements and Community Development (distance).
 - Alternate Semester Engineering Mathematics (contact).
- A request by the Faculty of Health Sciences to revert to pre-COVID academic regulations.
- Application for Senate discretionary approval for selected students to be enrolled in the Foundation Phase Online Programme in the Faculty of Education, via the Senate VC's Circular.
- Applications for Senate discretionary admission for School of Tomorrow students, via the Senate VC's Circular.
- The applications for the amendments to the existing academic programmes/rules/regulations, via the Senate VC's Circular.

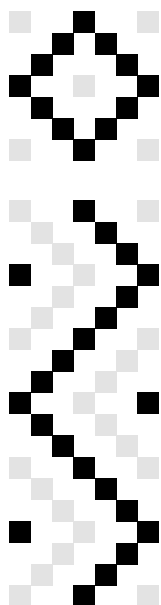
Considering reports from the Senate committees

- Voting on the preferred shortlisted candidate for the Vice-Chancellor and Principal (part of the appointment process).
- Voting on the preferred shortlisted candidate for the Deputy Vice-Chancellor: Academic (part of the appointment process).



Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal





Report of the Management Executive Committee (MEC)

OVERVIEW

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

Composition

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

Declaration of interests and positions of trust

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

MEC committees

The following MEC Committees were operational in 2022:

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

MEC meeting dates

Ordinary MEC meetings were held on the following dates in 2022: 27 January 2022, 17 February 2022, 24 March 2022, 21 April 2022, 24 May 2022, 15 June 2022, 21 July 2022, 18 August 2022, 15 September 2022, 20 October 2022 and 29 November 2022.

Special MEC meetings were held on the following dates in 2022: 17 January 2022, 31 January 2022, 10 February 2022, 24 February 2022, 10 March 2022, 31 March 2022, 14 April 2022, 5 May 2022, 12 May 2022,



19 May 2022, 2 June 2022, 9 June 2022, 23 June 2022, 28 July 2022, 4 August 2022, 1 September 2022, 6 October 2022, 17 November 2022.

MEC strategic breakaway sessions took place on the following dates in 2022: 26 January 2022, 14 and 15 June 2022, and 31 October 2022 to 2 November 2022.

The overall attendance at the MEC meetings was excellent, reflecting an attendance rate of 87%. The attendance of the MEC committees was satisfactory, and all of the meetings were quorate.

Performance Review: MEC and its committees

The MEC conducted a simplified review by answering four questions, summarising the 2023 focus as follows: Supporting the vision of the incoming VC, managing ELG transitions, financial sustainability, team building, and water and electricity supply.

The performance review instruments for the MEC committees were arranged in the following sections, with the averages obtained listed in brackets: Organisation of the committee (4.2), execution of functions (3.6), role of members and chairperson (4.3) and administration (4.4).

Matters of significance considered by MEC

Special MEC meetings

Special MEC meetings were held to discuss COVID-19-related issues, including updates on mandatory vaccinations, teaching and learning, research, campus activities, student-related matters and communication. From August 2022, the focus of the special meetings shifted from COVID-19 to urgent matters requiring attention.

COVID-19

- Approving the Mandatory Vaccination Policy: Implementation Protocol.
- Approving the composition and terms of reference of the Mandatory Vaccinations Exemption Committee.
- Approving the establishment of a Mandatory Vaccination Exemption Appeals Committee.
- Approving the recommendation to relax some of the Mandatory Vaccination Policy stipulations and implementation protocols, on the understanding that they might be reinstated if UJ's COVID-19 risk profile required it.

Governance and related matters

- Recommending the following to the Council, via the appropriate structures, for approval:
 - Recommendations iro the external membership on Council and other statutory committees.
 - Recommending that the Council Chairperson be co-opted to the Council, from July to December 2022, in line with Clause 10.3 of the UJ Statute.
 - Amendments to the charters of the Council and its committees.
 - The UJ's 2021 Annual Report.
 - The revised Rules for Effective Meetings.
 - The proposal for a revised performance reviews process for Council and its committees.
 - The revised procedure for creating, using, retaining and destroying of audio recordings of statutory and other committee Meetings serviced by the University Secretariat.
- Recommending amendments to the charters of the Senate and its committees to the Senate, via the appropriate structures, for approval.
- Recommending the revised Investment Committee Charter to the FSCC, via the Investment Committee, for approval.
- Recommending the reappointment of UJInvnt Board members to the Council Exco, via the FSCC, for approval.
- Appointing members on selection committees in line with the applicable policies.
- Approving the recommended Risk Management Specialist on the MECRMC, for three years.
- Approving that diligent boards be implemented for the Council, its committees, and the MEC.



- Approving the following:
 - The revised charters of MEC committees.
 - The revised templates for Council and MEC submissions.
 - The 2023 Year Programme.
 - The restated and amended constitution of the Gauteng City-Region Observatory (GCRO), subject to the acceptance of the amendments by the other parties involved in the GCRO.
- Approving the content of the Council induction sessions, to be implemented from 2023 onwards.
- Discussing the outcomes of the 2021 performance reviews of statutory committees serviced by the University Secretariat.
- Discussing the 2021 attendance of statutory committees serviced by the University Secretariat.

Planning related matters

- Recommending the following to the Council, via the appropriate structures, for approval:
 - The revised Strategic Plan, 2023 to 2025.
 - The UJ and DHET Annual Performance Plans (APP) for 2023.
 - Quarterly progress reports on the achievements against the UJ APP for 2022.
 - The 2022 Mid-Year Report on the Annual Performance Plan for submission to DHET.
 - The 2022 mid-year financial report for submission to DHET.
- Approving the process plan for the development of the Strategic Plan 2035.

Policies and processes

- Recommending the following to the Council, via the appropriate structures, for approval:
 - The revised Policy on Appointment and Reappointment of the Members of the ELG, excluding the VC.
 - Policy on Data Management and the Protection of Personal Information.
 - The revised ELG Remuneration Policy.
- Approving the following policies/procedures/processes:
 - The draft Standard Operating Procedure (SOP) for Protection Services Investigation Engagement.
 - The draft Policy on Seizure, Storage and Disposal of Seized Property.
 - The revised Policy on Campus Access Control and the Mandatory Vaccination Access Control SOP.
 - The revised Policy on Occupational Health.
 - The revised Policy on Occupational Health Risk Assessment.
 - The revised Policy on Occupational Safety Management.
 - The revised Policy on Food Safety.
 - The revised Waste Management Policy
 - The revised Policy for the Management of Staff, Students, and Patients who are Exposed to Infectious Agents.
 - The revised Policy on Event Safety and Security Standard Operating Procedure.

Academic, research, and academic administration-related matters

- Approving agreements between UJ and other institutions in line with the Financial Delegation of Authority.
- Approving the following recommendations to ensure enrolment targets are met:
 - First-time entering applicants who qualified for NSFAS funding and met the academic and financial criteria to be allowed to register without paying the registration fee and subject to space availability, on the understanding that they would remain responsible for their fees and accommodation.
 - Continuing NSFAS-funded students who met the academic and financial criteria be allowed to register without paying the registration fee, on the understanding that they would remain responsible for their fees and accommodation.
- Approving the recommendation to permanently extend the undergraduate academic application closing date from the end of September to the end of October.
- Approving that the following events take place in person, on the understanding that only fully vaccinated individuals would be allowed to participate in the ceremonies.



- Graduation sessions.
- Campus engagements.
- 2022 Academic Opening.
- Long-service awards.

Finance, commercialisation and risk-related matters

- Recommending the following to the Council, via the appropriate structures, for approval:
 - The proposed budget for 2023.
 - The proposed CAPEX budget for 2023.
 - The proposal that UJ Properties and A Million Up Investments should apply for tax exemption status.
 - The updated Institutional Risk Register.
 - The Institutional Fraud Risk Register.
 - The revised Financial Delegation of Authority.
 - The Compliance Implementation Plan, 2022 to 2024.
 - The Reputational Risk Management Framework.
 - The Combined Assurance Framework.
- Approving the recommended awarding of tenders in line with the Financial Delegation of Authority.
- Approving the 2023 budget guidelines.
- Approving the signatories for the fund managers' onboarding.
- Approving the 2022 Procurement Plan.
- Recommending the 2021 budget rollover requests to the FSCC for approval.
- Approving the following procurement-related documents for implementation on 1 June 2022:
 - The UJ Procurement Standard Terms and Conditions for the Supply of Goods and Services.
 - The Acceptance Agreement of the Standard Terms and Conditions for the Supply of Goods and Services.
 - The Supply Agreement of the Standard Terms and Conditions for the Supply of Goods and Services.
 - Tender document (requirements).
 - Request for proposal document (requirements).
- Approving the UJInvnt Board's recommendation to apply for a compulsory licence to commercialise the MinPET project/technology.
- Supporting the proposed offer for the acquisition of the Atrium Building, subject to Council approval and some other conditions.
- Supporting the recommendation that in response, UJ should appeal to the DHET Infrastructure team to reconsider the DHET IEG funding allocation 2022/2023- 2023/2024 towards the student residence maintenance/backlog maintenance, the completion of the Rescue Simulation Centre, and the installation of solar panels.

Infrastructure development, ICT, security and related matters

- Approving the recommendation to move the student email from Gmail to MS Office 365.
- Approving the recommendation to implement MS Office 365 multi-factor authentication for staff and students in a phased manner.
- Recommending the name change of the JBS Building to UJ on Empire to the Council, via the PRCC, for approval.
- Approving the reactivation of the fingerprint biometric readers at primary access points to the campuses, as an interim measure, subject to accessible sanitiser dispensers being available next to the biometric access scanners.

Human resources and related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and approval:
 - The Annual Employment Equity Report to the Department of Employment and Labour.
 - UJ's Employment Equity Plan, 2023 to 2024.
 - The revised Human Capital Management Delegation of Authority.



- The revised Conditions of Service (changes to fee remissions for staff and salary date upon the termination of employment).
- Recommending the following to the Council Exco for approval:
 - The proposed mandate for the 2023 salary negotiations.
 - The 2022 honoraria payable to external Council members for attending applicable statutory committee meetings.
- Recommending the revised Appointment Procedure for Academic Heads of Department/School to the Senate, via the Senex, for approval.
- Approving the following:
 - The recommended appointment of staff members in line with the Policy on Resourcing.
 - The Ethics Implementation Plan.
 - The proposal to reinstitute the voluntary ELG coaching programme.
 - The revised Conditional Appointment Guidelines.
- Approving and recommending to the Senex, for ratification, the selection panel's recommendations regarding the appointment of distinguished and distinguished visiting professors.
- Reviewing and moderating the 2022 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2022 performance reviews for staff below the ELG level.
- Approving the principles for considering new or removing existing medical aid schemes (not exceeding six at any given time).
- Approving the hybrid working arrangement initiative.

Awards

- Approving the recommended candidates for the VC's Distinguished Awards in the following categories:
 - Teacher Excellence.
 - Most promising young teacher.
 - Outstanding researcher of the year.
 - Most promising researcher.
 - Book of the year.
 - Global Excellence and Stature 4.0.
 - Highly cited researcher.
 - >– Service Beyond the Normal Call of Duty.

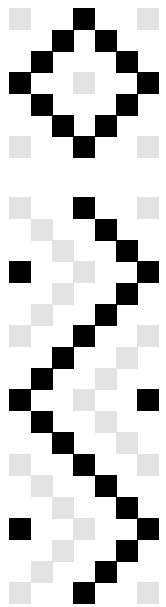
Other matters

- Approving the following:
 - The appointment/reappointment of employer trustees on the UJ Defined Benefit Pension Fund, the UJ Pension Fund and the UJ Provident Fund.
 - The recommended lease agreement for UJ-owned properties.
 - The Medical Programme Business Plan.



Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal





Student Representative Council (SRC) Report

OPERATING CONTEXT

The elections for the 2022 SRC took place from 4 to 6 October 2021. These were the second electronic SRC elections at the University of Johannesburg. The voter turnout was 19%. The election process and its outcome were audited by both the Electoral Committee and an independent auditor. All the members elected had a pass rate of 100% of their previous year's registered modules.

There were 48 duly elected members. Of these, 27 (56%) were female and 21 (44%) were male students. The EFFSC (APK and DFC) filled 50% of the seats, while the other 50% were filled by SASCO (APB and SWC). The University of Johannesburg Student Representative Council (UJSRC) comprises a central SRC and four campus SRCs. The central SRC has eight elected members and eight ex officio members (the chairpersons and secretaries of the campus SRCs). The four campus SRCs have ten elected members each, giving a total of 48 members in all.

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

Functionality of the UJSRC

Despite the 2022 UJSRC consisting of the two different student political organisations (EFFSC and SASCO), the level of cooperation and synergy among the members and with the University Management was very good. The UJSRC also represented its constituencies on key institutional committees, including the Institutional Forum, Senate and Council.

The UJSRC organised several events for the student body. Some of these events were online, and those that were in contact mode were carried out in compliance with the COVID-19 regulations, as well as with institutional measures. The SRC played a big role in ensuring that the University and its residences continued to prevent new infections of COVID-19.

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



SRC programmes

The SRC organised programmes such as the First Years' Concert, residence cultural activities and academic support activities. All the members of the SRC participated in the SRC Induction and Training Programme. In addition, the coordination of the activities of the student societies and house committees were either facilitated or supported by the SRC.

Election of the 2023 SRC

The election of the 2023 SRC took place from 5 to 7 October 2022. The voter turnout was 21%. Regardless of the voter turnout having improved by 2% compared to the 2022 SRC elections, it remained low. The University intends to investigate causes of low voter turnout in order to put in place measures to improve the voter turnout. The term of office of the 2023 SRC will be from 1 January 2023 to 31 December 2023.

Conclusion

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

- 2022 academic registration process.
- Allocation of the SRC Trust Fund money to deserving students.
- Amicable participation by the SRC in the fee consultation process for the 2023 academic year.
- Navigation, together with the University, the challenges of interrupted supply of electricity and water, particularly on the APB and SWC Campuses.



Godfrey Helani (Mr)

Senior Director: Student Affairs

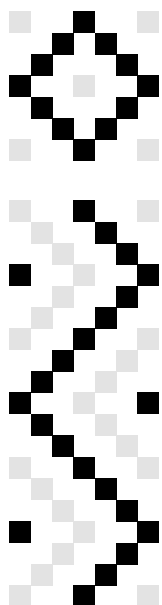


Nolitha Vukuza (Dr)

Senior Executive Director:

University Relations, Student Affairs and UJ Sport





Student Services Council (SSC) Report

OVERVIEW

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

In 2022, after the challenges posed by the preceding two years, there were no meetings of the SSC as such. Rather, the functions and activities of the Student Services Council were attended to by the Student Wellness Committee and by an established coordinating forum, which brought together Student Affairs, Protection Services and Facilities Management (including Infrastructure Development), as well as student leadership. Together, the Student Wellness Committee and the Coordinating Forum advised the MEC and the UJ SRC on student matters, such as student wellness, reintegrating students into campus life and contact learning, residences, and the supply of water and electricity.

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

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

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



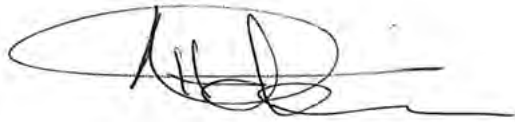
Principles underlying the Student Wellness Committee and the Coordinating Forum

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

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

Conclusion

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



Godfrey Helani (Mr)

Senior Director: Student Affairs

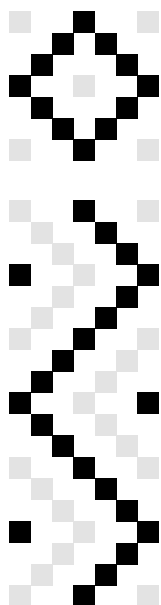


Nolitha Vukuza (Dr)

Senior Executive Director:

University Relations, Student Affairs and UJ Sport





Institutional Forum (IF) Report

OVERVIEW

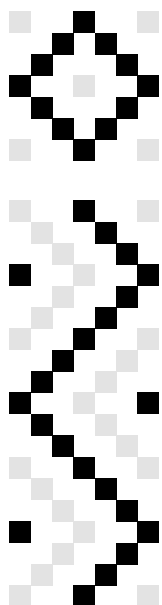
The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute. The IF held four ordinary meetings and four special meetings to consider recommendations from selection committees on senior management appointments and to advise the Council on such recommended appointments. The meetings' dates were as follows: 8 February 2022, 29 March 2022 (special meeting), 4 May 2022, 21 June 2022 (special meeting), 1 August 2022, 20 September 2022 (special meeting), 25 October 2022, and 22 November 2022 (special meeting).

Matters of significance considered by the IF

- Supporting the amended Charter of the IF and recommending it to Council, for consideration.
- Supporting the proposed Schedule of Business of the IF according to themes.
- Supporting the draft Flexible Working Arrangement Policy.
- Supporting the implementation of the Gender Equity Framework.
- Supporting the Report on Employment Equity.
- Supporting the draft Employment Equity Plan: 2022-2024.
- Supporting the process of Renaming Spaces.
- Providing quarterly feedback on the UJ's response to COVID-19.
- Advising the Council on the appointment of the following Executive Leadership Group members:
 - Deputy Vice-Chancellor: Academic.
 - Executive Director: Research and Innovation.
 - Executive Dean: College of Business and Economics.
 - Registrar.
 - Vice-Chancellor and Principal.
- Advising the Council on the reappointment of the following Executive Leadership Group members:
 - Chief Financial Officer.
 - Deputy Vice-Chancellor: Research and Innovation.
 - Executive Director: Library and Information Centre.
- Advising on the extension of the contract of the Senior Executive Director.
- Approving the 2023 IF Schedule of Business.
- Conducting an online IF performance review for 2022.
- Conducting a performance review of the MEC Corporate Governance Responsibilities relating to Transformation for 2022.

Bettine Jansen van Vuuren (Prof)
Registrar





Convocation Report

OVERVIEW

The Executive Committee of Convocation (Exco) included the following five members, namely, Professor Boitumelo Diale (President); Mrs Zanele Modiba (Deputy President); Mr Msizi Khoza (Member of Exco and Council representative); Ms Confidence Tshilande (Member of Exco and Council representative); Ms Nondumiso Mvubu (Member of Exco).

Elections were held in August 2022, and the following candidates were elected to serve on the Convocation Exco for three years, as of 15 September 2022, namely: Mr Leslie Mpunzi (President); Prof Boitumelo Diale (Deputy President), Ms Nondumiso Mvubu (Member of Exco), Mr Khutso Rammutla (Member of Exco), Mr Nakedi Magoro (Member of Exco).

The Convocation Exco had a strategic session on 21 January 2022. Feedback was provided on projects that the Convocation Exco had identified in 2021: refurbishment of the Alumni House, the establishment of affinity groups, fundraising plan initiatives, and the Graduate Employability Project. At the strategic session, the Vice-Chancellor provided feedback on UJ's sustainable development goals (SDGs) and UJ's current and future project initiatives, aligned to realising these SDGs.

Exco hosted a successful Convocation Annual General Meeting (AGM) on 2 September 2022. The online attendance at UJ's Convocation was poor.

The following matters were highlighted during the Convocation Exco meetings held in 2022:

UJ Mandatory Vaccination Policy

- Regarding the UJ Mandatory Vaccination Policy, staff and student vaccination rates were good.
- Approximately 90% of UJ's fixed-term and permanent staff were vaccinated.
- Approximately 40 staff members have been exempted from vaccination based on medical or religious reasons.
- Approximately 144 individuals were partially vaccinated; some have received temporary exemptions until they take their second dose.
- The undergraduate student vaccination rate was over 90%, with postgraduate students at 70%.
- Some postgraduate students have been exempted based on their registered programme, which does not require them to access campus physically. Should they need to access campus, a negative PCR test not older than seven days should have been produced at the gates.
- Graduation ceremonies on the Soweto Campus continued under COVID-19 health and safety protocols.

Status of executive project portfolios

No new projects for 2022 were undertaken. The projects undertaken in 2021 were still in progress and were highlighted:

- Establishing affinity groups.



- Programmes addressing graduate employability.
- Establishing a Health and Wellness programme for alumni.
- Fundraising initiatives through the Fundraising and Development Office.

Constitution of the Convocation

The Constitution of the Convocation was widely consulted, after which the Council approved it in June 2022.

KZN Relief Fund Project

A campaign was launched, and contributions were made towards the KZN relief fund project.

Resignation of the Vice-Chancellor and the appointment of the new Vice-Chancellor

- The Vice-Chancellor was appointed Rector of the United Nations University in Japan, effective 1 March 2023.
- Given that interviews with the incoming Exco members are taking place after the expiry of the current Convocation President's term, Council approved that both the incoming and the outgoing President of Convocation be part of the panel for the new VC interview process.
- Prof Mpedi was appointed the new Vice-Chancellor and will take office from 1 March 2023.

Transition period for UJ

The University was going through a transition phase of new leaders, and long-term projects would be implemented to ensure continuity and stability.

UJ achievements

- UJ is the first South African university to implement a digital certificate platform and blockchain technology to safeguard the authenticity of the certificates.
- UJ was ranked as the second-best university on the African continent.
- Research throughput from UJ was the highest among all other higher education institutions in South Africa and the African continent.

The meticulous planning and successful completion of events in 2022 indicated the proactive nature and dedicated teamwork of the Executive Committee of Convocation.

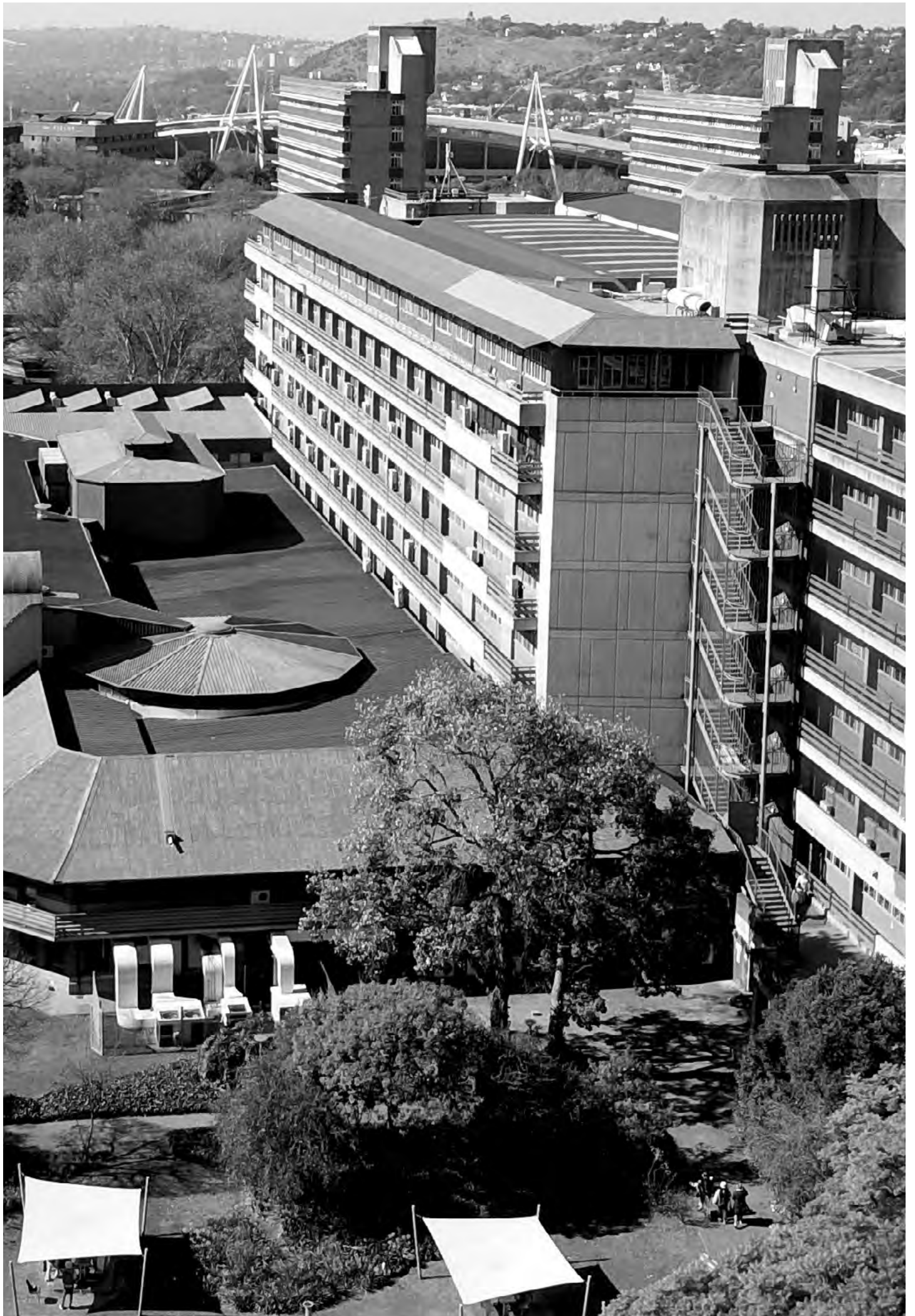
CONCLUSION AND WAY FORWARD

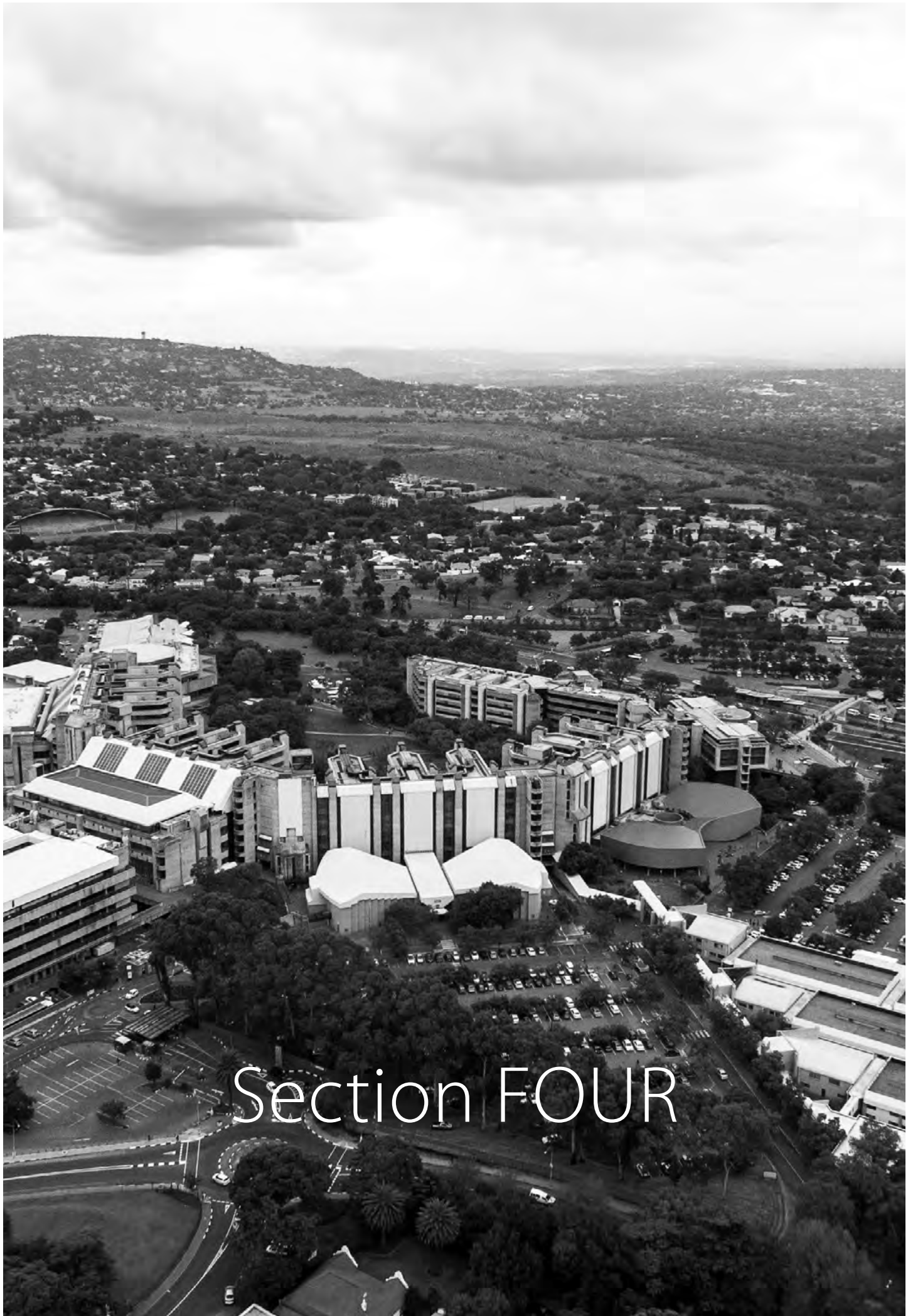
The above report confirms that UJ's processes, policies, and procedures comply with good governance principles. Continuous evaluations are done to ensure high standards are maintained, and areas for improvement are identified.



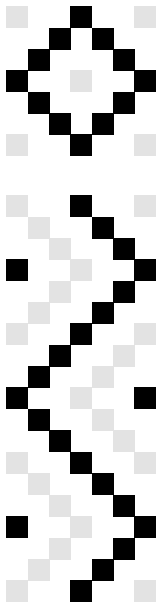
Boitumelo Diale (Prof)
President of the Convocation







Section FOUR



Statement on Risk Management

OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT

The University of Johannesburg has an established Enterprise Risk Management (ERM) process, which is reviewed continuously to further develop and refine the risk management and mitigation approach. Through the Audit and Risk Committee of Council and the MEC Risk Management Committee, the risks inherent to UJ's strategy, business and operations are monitored holistically.

The management of risk and opportunity risk is entrenched in all facets of the University planning and decision-making processes. Thus, faculties and departments are taken through a risk review on the existing institutional risks and operational risks within their environments. The execution of the risk management activities is supported by Council's approval of the Risk Management policies, procedures and the rolling three-year Risk Implementation Plan.

The University's risk management process requires members of the Executive Leadership Group (ELG) to formally consider and evaluate their respective identified risks, related ratings, internal controls and mitigating strategies on a regular basis, in order to ensure that the risks remain updated based on past, present and planned future activities, and to maintain an effective internal control environment.

The risk registers are presented to the Risk Management Committee for review and input, which ensures a robust and proactive approach to risk identification and mitigations, and assists with allocation of resources. The embedded principles assist with developing an evolving practice and proper alignment with best practice within an environment that supports risk management initiatives.

The Institutional Risk Register is considered live and is continuously reviewed and presented to the relevant governance structures to provide assurance to Council that adequate and effective risk mitigation strategies are implemented across the University. The Institutional Risk Register is submitted to the Risk Management Committee (RMC), Management Executive Committee (MEC), Audit and Risk Committee of Council (ARCC) and Council for approval on a quarterly basis.

POLICY FRAMEWORK

The updated Risk Management Policy, Risk Matrix and Procedure, as approved by Council in 2021, were implemented during 2022 and incorporated into all engagements and reviews. Emphasis was placed on creating greater awareness as to risk tolerance and appetite levels and applying the revised risk matrix to ensure focus on priority risks. The implementation of the Risk Management Policy was enacted through the Risk Management Implementation Plan, which was approved and effected during the financial year.



MANAGEMENT OF RISK

Academic risks

Academic risks are managed through MEC, Senate and Council in relation to teaching and learning, research and innovation, and the performance of faculties. In addition, operational risk assessments are conducted with faculties and reports are presented to RMC.

Financial risks

The Financial Sustainability Committee of Council (FSCC) and ARCC are mandated to monitor the risk exposure of the University to the financial landscape. The University is exposed to an array of financial risks, and in order to monitor such risks the ARCC is assisted in its oversight role by internal audit, which undertakes both planned and ad hoc reviews of risk management controls and procedures, the results of which are presented to the ARCC. The University's internal audit plan enables a systematic, comprehensive approach to evaluating and improving the effectiveness of risk management, control and governance processes.

Management of operational and other risks

The management of operational and other risks takes place through the identification of internal risks that may impact the University, and an external environmental scanning through risks identified by the Global Risk Report as issued by the World Economic Forum as well as by the IRMSA South African Risk Report. Each environment within the University is continuously scanned to identify potential, emerging and opportunity risks. Such risks are documented and reported to the Risk Management Committee of Council (RMC), Management Executive Committee (MEC) as well as the Audit and Risk Committee of Council (ARCC) in order to highlight any priority risk areas.

Management of reputational risk

The University of Johannesburg relies on its reputation to not only attract potential students, but to foster healthy relationships with all stakeholders, funders, and staff. It is for this reason that reputational risk management has become one of the University's key priorities. Managing the reputational risk means that the University aims to proactively protect its reputation against damaging events and effectively deal with reputational risk events as they occur.

The reputational risk management framework was developed to assist the University to fragment the reputational risk, in its efforts to understand what categories in the context of the University contribute to the risk. This purpose is to further assist the University in prioritising and strategising on mitigations to alleviate the risk exposure.

Business continuity processes

To ensure a state of continued, uninterrupted operation of critical functions during an emergency or other disruptive event, the University has implemented a business continuity process, which includes emergency response plans, a disaster recovery plan, a crisis management plan and business continuity plans for each environment. The strategic approach to these activities has been encompassed within the Business Continuity Policy, which was approved in November 2021.

During 2022, the University embarked on a project to ensure that all business continuity plans within the context of the current environment were relevant and up to date. Consultations were held with each faculty and support division to understand the risks of disruptions, potential emergency scenarios, as well as required systems, resources and processes required to ensure a smooth transition during an unexpected event.

Such plans are activated for use in the event of a disaster or major disruption to business activities, and include an element of component testing, utilising a hypothetical situation to validate the recovery of individual components of the plans; continuing to ensure that all stakeholders remain prepared and up to date with the process; and ensuring capability and capacity to deal with disasters or major disruption to business activities.

Fraud prevention

The University has adopted a zero tolerance towards fraud and corruption, and as such, fraud risk assessments take place for all faculties and support divisions, all reported cases are actively investigated and weakness



controls are reviewed. The institutional Fraud Risk Register has been developed to elevate key fraud risks, which may be of concern in the University environment, to a strategic level. In addition, there is constant monitoring of internal audit findings, trends identified in Ethics Hotline reports and potential risks as identified through internal engagements.

The independently managed UJ Ethics Hotline is in place with the aim of enhancing an honest work ethic and simultaneously providing employees with a mechanism to bring any unethical business practices to the attention of management. The hotline operates 24 hours a day for 365 days a year. To further strengthen the investigation capacity, a panel of forensic investigators was appointed to assist with matters that require further investigation.

The University has made great strides in encouraging the use of the Ethics Hotline to ensure awareness and build a culture of transparency and honesty, commitment to legal and regulatory compliance as well as an ethical ethos.

Insurance

The University manages a comprehensive insurance policy. The policy considers various insurance classes based on our risk profile. The UJ Insurance Policy is reviewed annually, taking into consideration likely exposure and the risk profile. The Policy was renewed for the 2022 financial year.

Internal audit

The internal audit function provides an independent, objective assurance designed to add value and improve the University's operations, by examining the systems, procedures and controls, and identifying areas considered as high risk.

For the 2022 financial year, internal audits were performed throughout the University in accordance with the approved Audit Plan. Engagements were held with each domain throughout the University to ensure that a comprehensive coverage plan is designed to verify the effectiveness of the overall institutional and operational risk mitigation processes and controls and to assist in identifying impending areas of concern.

External audit

SNG-Grant Thornton are the external auditors for the University and responsible for statutory audits. The ARCC approved the client service plan for the year ending 31 December 2022.

Agreed-upon procedures

The University appointed PricewaterhouseCoopers (PwC) to conduct annual reviews on the agreed-upon procedures (AUPs), as required by various funders. These reviews are performed in accordance with the International Standard on Related Services (ISRS) 4400 and AUP engagements (ISRS 4400) to align with the relevant contractual agreements. The purpose of the engagements is to provide reasonable assurance that the expenditure and allocation thereof are reflected accurately and meet the contractual requirements and obligations. For the financial year ending 2022, all approved AUPs were performed and reports issued.

Combined assurance

In alignment with the King IV guidelines and in order to fulfil the University's commitment towards the continued enhancement of the control environment, UJ embarked on various internal and external consultations and benchmarking to establish a combined assurance framework within the University. The purpose thereof is to provide guidance and understanding of combined assurance, establish role players to determine the combined assurance model in the context of the University, and to establish how combined assurance is to be reported in order to ensure effective combined assurance within the University.

INTERNAL ADMINISTRATIVE AND OPERATIONAL CONTROLS

Policies, procedures, and standard operating procedures (SOPs) form part of the internal controls processes of the University of Johannesburg, along with approved delegations of authority. The purpose thereof is not only to ensure operational efficiency, but also to ensure compliance with laws and regulations, provide guidance for decision making, promote accountability and prevent fraud, and effectively assist with the reputational



health of the institution. Policies and procedures are documented, reviewed and regularly updated to ensure relevance and completeness.

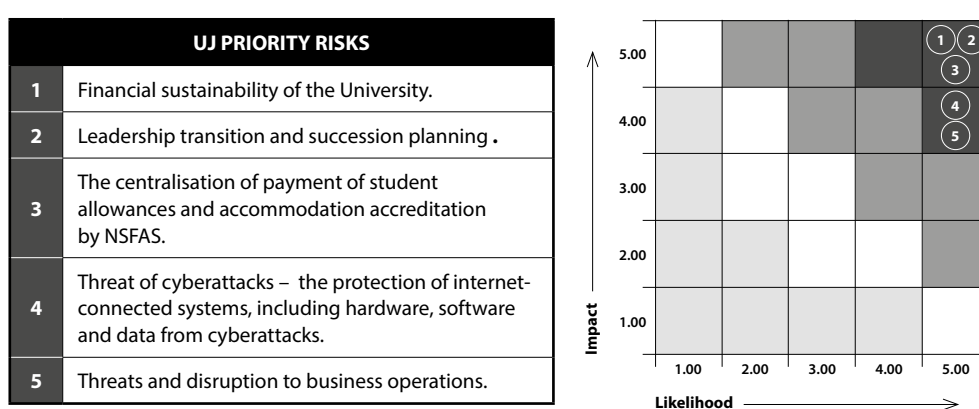
The focus on 4IR has brought about greater development of automated processes, which assist with the streamlining of processes, improvement of integrity and accuracy of information, compliance with delegations of authority and subsequent mitigation of risks to support the University's vision, mission, core values, strategic goals and objectives.

INSTITUTIONAL RISKS IDENTIFIED

By way of regular reviews and reporting, potential risks are identified, rated in terms of impact and likelihood, and monitored in terms of implementation of mitigating actions. In addition, opportunities for improvement of processes and controls are identified and aligned with such assessments.

The following institutional risks were listed as being a priority on the UJ Risk Register during the course of 2022:

Top 5 institutional risks



REPORT FROM THE AUDIT AND RISK COMMITTEE OF COUNCIL (ARCC)

Composition

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

- Chairperson: An external Council member with proven financial expertise is appointed by Council as the Chairperson of the Audit and Risk Committee. When the Chairperson is absent, he/she will, in consultation with the Vice-Chancellor and Principal, appoint an external Council member to act as Chairperson.
- At least two additional external members of Council, with collective expertise in:
 - Financial and sustainability reporting
 - Internal financial controls
 - External and internal audit process
 - Corporate law
 - Information technology
 - Enterprise risk management
- The Vice-Chancellor and Principal, until September 2022.
- An external expert who is not a current member of Council may be co-opted to the Audit and Risk Committee as approved by Council.
- Invitees
 - Vice-Chancellor and Principal, from September 2022
 - Chief Financial Officer
 - Chief Operating Officer



Table 14: Priority institutional risks

NR	RISK	RISK RESPONSE	RESIDUAL RISK RATING
1	Financial sustainability of the University	- Regular engagements with key stakeholders and funders, fundraising strategies and fundraising campaigns continue to take place. There is a concerted effort to increase the third-stream income in order to supplement the decline in subsidy income, as well as continuous review and benchmarking of remuneration data, along with managing remuneration decisions that support financial sustainability. - Internally, overall cost optimisation strategies have been implemented to manage operational costs along with monitoring of liquidity and financial sustainability of the University and regular reporting to oversight structures. Budgets are prepared in line with the Medium-Term Expenditure Framework (MTEF) budget allocations, with continuous monitoring, updating and utilisation of the Financial Sustainability Model and reserve analysis in assessing sustainability in the medium to long term.	Very High
2	Leadership transition and succession planning	The Human Capital Management Division has embarked on a project to pilot succession planning and possible rollout to other divisions. They are also in the process of formalising training and development via the Performance Management System to mitigate the relevant exposure.	Very High
3	The centralisation of payment of student allowances and accommodation accreditation by NSFAS	The University is engaging with the National Student Financial Aid Scheme (NSFAS) and the Department of Higher Education and Training to ensure stability in the future process of payment of student allowances and accreditation of student accommodation. In the meantime, the University continues to invest resources and infrastructure to ensure that POSA service providers comply with the UJ Student Accommodation Policy and the DHET norms and standards.	Very High
4	Threat of cyberattacks – the protection of internet-connected systems, including hardware, software and data, from cyberattacks	- In order to mitigate this risk, UJ systems user access standards have been approved and implemented, the UJ identity management process for new employees and employees within the organisation has been automated, and regular scanning of the environment, using acquired quality vulnerability monitoring tools along with reporting thereon monthly at the IT Exco, takes place. - User access review is implemented on most systems; the core network has been implemented for all four campuses according to the new design and firewalls are in place. - A network operating centre has been established to monitor network activity, and there is regular communication with students via the uLink portal. - Enterprise level antivirus solutions and perimeter security are in place, as well as continuous monitoring and implementation of security controls at all levels of the UJ IT network. - Regular institution wide information security awareness and cyber risk programmes are ongoing as well as automated backup and offsite storage facilities.	Very High
5	Threats and disruption to business operations due to water disruptions, community unrest, compromised quality of water supply and ageing infrastructure	- The Emergency Response Plan has been designed to include concerns, such as long-term disruptions to water and/or power supply. - Large-scale water storage on campuses has been put in place, as well as regular monitoring of the water levels in storage. There are boreholes on all campuses and regular water quality audits are performed. - In addition, a large-scale review of the electrical distribution infrastructure on older campuses has been completed and the replacement of old technology of heating, ventilation, and air conditioning (HVAC) with new, more sustainable equipment is in progress.	Very High



- The Registrar
- One additional Deputy Vice-Chancellor nominated by the MEC
- Executive Director: Financial Governance and Revenue
- Executive Director: Expenditure
- Chief Information Officer
- External auditors
- Internal auditors
- Representative from the Office of the Auditor-General of South Africa
- Any other member of the Management Executive Committee may be nominated by the MEC (as it deems fit) as an additional invitee, subject to the approval of the ARCC.

Meeting dates

Audit and Risk Committee of Council meetings were held on the following dates in 2022:

- 20 April 2022
- 17 August 2022
- 19 October 2022

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

- Supporting and recommending to the Council, for consideration, the Charter for the ARCC.
- Supporting and recommending to the Council, for consideration, the Audited Financial Statements as at 31 December 2022.
- Supporting and recommending to the Council, for consideration, the Institutional Risk Register.
- Supporting and recommending to the Council, for consideration, the Going Concern Consideration.
- Supporting and recommending to the Council, for consideration, the UJ Annual Performance Plan 2022.
- Supporting and recommending to the Council, for consideration, the DHET Annual Performance Plan (2021) year-end data.
- Supporting and recommending to the Council, for consideration, the 2022 Risk Management Implementation Plan.
- Supporting and recommending to the Council, for approval, the Statement on Risk Management for 2021.
- Supporting and recommending to the Council, the extension with a further two years, from 1 January 2022 to 31 December 2023, of the internal audit service of Deloitte.
- Supporting and recommending to the Council the following risk and assurance policies:
 - Risk Management Policy
 - Risk Analysis Matrix
 - Fraud Prevention Policy
 - Insurance Policy
 - Business Continuity Management Policy
- Supporting and recommending the following to Council relating to compliance at UJ:
 - Compliance Policy
 - Compliance Framework
- Approving the ARCC Annual Performance Plan 2022, for submission to the Council, for noting.
- Approving the 2022 ARCC Schedule of Business.
- Approving the External Audit Plan for the year ending 31 December 2022.
- Approving the proposed SNG audit fees for the UJ Statutory Audit and agreed-upon-procedures for 2022.
- Approving the proposed Audit Plan for the audit of the subsidiary entities and agreed-upon-procedures engagements for 2022.
- Approving the proposed PwC audit fees for 2022 for the subsidiary audits and the agreed-upon-procedures.
- Approving the Internal Audit Plan for the year ending 31 December 2023.
- Approving the proposed Deloitte audit fees for 2023.
- Noting the quarterly Executive Overview of the CFO.
- Noting the outcome of the 2021 Performance Review of the ARCC.
- Noting the outcome of the 2021 Performance Review of MEC Corporate Governance Responsibilities.



- Noting the External Audit Report to the ARCC for the year ended 31 December 2021.
- Noting the report on Compliance Implementation for UJ.
- Noting the quarterly report on the Information Technology Governance Update.
- Noting the quarterly report on Major Litigation Matters to which the University is a party.
- Noting the audit outcomes for the UJ Subsidiaries and AUPs Report to the ARCC for the year ended 31 December 2021.
- Noting the Report on Tenders awarded in 2021.
- Noting the HEMIS Audit Report for the 2021 reporting year.
- Noting the Summary of the Institutional Risk Register.
- Noting the quarterly Information Technology Governance Update.
- Noting the quarterly Ethics Line Report.
- Noting the VC's quarterly overview of UJ's activities in response to COVID-19.
- Noting the Annual Financial Statements for the following:
 - UJInvnt for 2021
 - UJ Properties 2021
 - A Million Up Investments 76 (Pty) Ltd for 2021
 - Resolution Circle (Pty) Ltd for 2021
- Discussing and noting the Internal Audit Progress Report.
- Discussing and noting the following internal audit management reports:
 - Application and registrations (including Internationalisation and Student Finance)
 - Asset Management
 - Database Security Review
 - Data Management
 - Firewall Review
 - Human Resources Operations and Payroll Review
 - Incident Management Review
 - Insurance Review
 - Internal Financial Controls
 - Investment
 - Operations – Capital projects
 - Operations – Facilities and Maintenance Management
 - Procurement and Expenditure
 - Student Affairs and Governance
- Discussing and noting the reports of the MEC Risk Management Committee meetings.
- Conducting a performance review of MEC Corporate Governance Responsibilities for 2022.
- Conducting an ARCC Performance Review for 2022.

REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)

Composition and attendance

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

- Chief Financial Officer (Chairperson)
- Chief Operating Officer (Deputy Chairperson)
- Executive Director: Academic Development and Support
- Registrar
- Senior Executive Director
- Executive Director: Human Capital Management
- Chief Information Officer
- Executive Director: Financial Governance and Revenue
- A risk management specialist nominated by the MEC
- Two executive deans nominated by the executive deans



- Two additional executive/senior directors nominated by the MEC
- Co-opted members from divisions/clusters/faculties when necessary
- Invited members: representative internal and external auditors and additional invitees as the committee deems fit.

MEC RMC meeting dates

RMC meetings were held on the following dates in 2022:

- 8 March 2022
- 20 June 2022
- 31 August 2022
- 8 November 2022

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

- Supporting and recommending to the MEC, for consideration, the Charter of the RMC.
- Approving the 2022 RMC Schedule of Business.
- Nominating an executive dean to serve on the MEC RMC for a three-year period, following the end of the previous executive dean's term.
- Noting the Protection Services report on Mass Mobilisation and Protest Action.
- Supporting and recommending to MEC and ARCC, the Reputational Risk Management Framework.
- Supporting and recommending to MEC and ARCC, the report on Business Continuity Management: Business Impact Analysis.
- Supporting the Protection Services Report on the reactivation of the campus biometric access control.
- Noting the presentation from the Tertiary Risk Insurance: South Africa (TERISA) on the Cyber Security Policy and the Cyber Market Update.
- Supporting and recommending to MEC and ARCC, the UJ Institutional Fraud Risk Register.
- Supporting and recommending to MEC and ARCC the report on University Safeguards from Cyber Security and Phishing Statistics Report.
- Adding the following risks to the Institutional Risk Register, for submission to the MEC, for discussion and recommendation to the ARCC, for consideration and recommendation to the Council, for approval:
 - Student and staff wellness as a result of the emotional toll taken by the pandemic – expanded to capture the essence of concerns relating to overall wellbeing, including gender-based violence, rape, protection, and safety.
 - Threats that disrupt the functioning of a business, including engineering and non-engineering risk-mitigating actions, as well as distinguishing between power-related risks and social-related disruptions.
 - NSFAS centralisation of accommodation accreditation and payment of allowances.
 - The impact of water supply disruptions.
 - Ageing infrastructure.
- Noting the Insurance Claim Statistics quarterly.
- Noting the Summary of the Institutional Risk Register (quarterly).
- Noting the Business Continuity Management Progress Report (quarterly).
- Noting the progress against the Risk Management Implementation Plan for 2022.
- Noting the Whistleblowing/Ethics Line Report (quarterly).
- Noting the Compliance Implementation progress for UJ (quarterly).
- Noting the Internal and External Audit findings follow-up statistics and progress (quarterly).
- Noting the uninsured and uninsurable risks.
- Noting the presentation on Event Risk Management (quarterly).
- Noting the Food Safety Risk Management Summary (quarterly).
- Noting the presentation on Computer Loss Trends and Statistics.
- Noting the Update on Protection of Personal Information Act (POPIA) Implementation – Progress Report on Data Privacy Implementation for UJ (quarterly).
- Noting the operational and fraud risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:

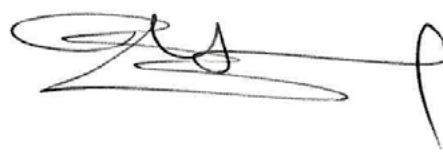


- Division: Information and Communication Systems (at every meeting)
- Division: Human Capital Management
- Division: Revenue Administration
- Division: Financial Governance and Revenue
- Division: Financial Expenditure
- Faculty of Education
- Faculty of Health Sciences
- College of Business and Economics
- Johannesburg Business School (JBS)
- Noting the Internal Audit Plan for 2022.
- Noting the Internal Audit Progress Report (quarterly).
- Noting the following Internal Audit Reports:
 - Facilities Management – Capital Projects
 - Human Capital Management and Payroll
 - Student Affairs – Accommodation and Meal Assistance
 - Applications and Registrations
 - Research and Innovation – Applications/Proposals; Administration of Research Contracts and Donor funding
 - Financial Governance and Revenue – Cash Management and Liquidity Risk
 - Assessments and Certification
 - Procurement Services and Expenditure
 - Library and Information Centre Processes and Systems
 - Internal Financial Controls
 - Network Architecture Design Review
 - Configuration Security
 - Network Vulnerability Assessment and Pen Tests
 - Cyber Security Review – Cyber Security Capability Review
- Noting the outcome of the 2021 MEC RMC performance review and conducting the MEC RMC performance review for 2022.

Various reports were presented and several issues were resolved and/or noted for follow up.



Nolwazi Mamorare (Ms)
Chief Financial Officer



Zanele Matlala (Ms)
Chairperson: Council Audit and Risk Committee



Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal

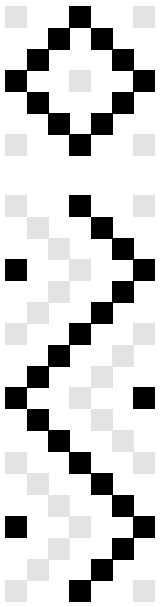


Xoliswa Kakana (Ms)
Chairperson of Council



Section FIVE





Transformation

OVERVIEW

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

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

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

THE TRANSFORMATION UNIT

The Transformation Unit reports through Human Capital Management to the COO, addressing transformation challenges in employee and student environments. The Unit also reports to the MEC Transformation Committee, which assists the MEC with planning, implementing, monitoring and evaluating the broad transformation agenda.

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

Leadership culture plays a significant role; therefore, creating an enabling leadership culture is key. To enable a positive leadership culture, the focus is on creating a shared direction, shared values and alignment, and commitment to transforming the institutional culture to support global excellence and stature (GES). During 2022, the Unit continued to promote the transformation agenda by creating awareness and playing an advocacy role. The Transformation Unit implements the strategic directives of the MEC Transformation Committee:

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



- It manages specific transformational projects assigned to it by the MEC.
- It promotes the implementation of the gender agenda initiatives, with a special focus on GBV prevention and support for survivors.
- It ensures, on behalf of the MEC, that institutional transformation goals are aligned with the higher education transformation agenda.

INSTITUTIONAL TRANSFORMATION PLAN

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

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

For each theme, a set of objectives and a strategy to achieve each of these are formulated. At the present time, the institution is reviewing its current Institutional Transformation Plan (ITP). Two additional pillars have been added to the ITP, namely Gender Equity and Digital Transformation. For an effective plan to be successfully implemented, each pillar requires a sponsor at DVC and MEC level. MEC has approved the request for sponsors who are responsible for supporting the team in allocating the necessary resources to help the institution achieve the proposed mandates. The ITP review will be concluded and approved in 2023.

THEME ONE: INSTITUTIONAL CULTURE

UJ Ethics Projects

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

- A set of UJ Ethical Values were approved and communicated on various platforms: <https://www.uj.ac.za/about/transformation-unit/ethics-management/>
- The UJ Council approved the UJ Ethics Charter on 31 March 2022: <https://ujac.sharepoint.com/Documents/Forms/AllItems.aspx?id=%2FDocuments%2FUJ%5FEthics%5FCharter%5FPOSTER%5FMarch2022%5FONLINE%2Epdf&parent=%2Fdocuments>
- A1 Ethics Charter posters were signed by ELG members of each domain.
- Ongoing ethics online training modules have been placed on Blackboard (CM0448 Ethics Awareness at UJ).

UJ Culture Survey

The UJ Culture Survey was launched in November 2021 and closed on 28 February 2022. The Transformation Unit has provided feedback to the specific divisions/departments and crafted domain-specific activities in response to the results. The process of sharing the survey results included quantifying the institution's feedback and engaging leadership and staff members on how to create a positive culture free from blaming, bullying and other related limiting themes, to a culture that promotes collegiality and living by the institution's values.



Dialogue with UJ Transformation Committee members

The Transformation Unit hosted a dialogue with UJ Transformation Committee members on 4 August. The objective of the dialogue was to engage in the following matters/areas of concern: vision for transformation within UJ and specific domains, institutional culture survey results, barriers to transformation and driving transformation; and then to further outline the terms of reference.

Gender equity: Gender-based violence

A total of 42 cases of harassment, sexual harassment, rape, and intimate partner violence-related assault were reported within the University in 2022, as compared to 41 cases in 2021. Some cases were resolved through mediation; however, some are currently at a hearing and disciplinary level.

Gender equity: Gender-based violence awareness projects

UJ harassment, sexual harassment and rape incident reporting system

The University launched the gender-based violence (GBV) and discrimination reporting system on 29 March 2022. The reporting system allows the survivor, victim, and witness to stay anonymous while retaining all key information about the reported matter. The reporting page facilitates the effective capturing of information while being intuitive to navigate and easy to use. Only relevant questions are prompted to avoid the unnecessary delays and frustrations typically associated with reporting processes by using conditional escalation procedures.

The reporting system is available on numerous internal UJ online platforms (uLink: <https://ulink.uj.ac.za/Staff>; intranet: <https://uj.ac.sharepoint.com/SitePages/ProjectHome.aspx>) and has been developed to ensure compatibility with mobile browsers.

UJ GBV survivors and healthy relationship clubs/groups

The University launched GBV survivor clubs to help individuals seeking additional support from their peers who had experienced similar incidents. The survivor clubs seek to support and empower individuals to navigate life despite experiencing such an ordeal. PsyCaD was responsible for facilitating sessions on all four campuses. In addition, the University introduced a health relationship support group to help educate and curb intimate partner violence among students.

GBV and Sexual Diversity (LGBTIQ+) e-learning module

The University completed the development of the GBV and Sexual Diversity (LGBTIQ+) e-learning module. The module focuses on creating awareness and sensitising the UJ community on GBV and LGBTIQ+. The module is accessible through uLink/Blackboard, making it easy for the community to access. **CM0452 Gender-Based Violence (GBV) and Sexual Diversity (LGBTIQ+)_Transformation Unit.**

Safety and GBV awareness campaign/campus activation

The Transformation Unit partnered with internal and external stakeholders to implement numerous safety and GBV awareness campaigns/campus activations. Students were provided with information flyers informing them of the new GBV online reporting tool.

UJ Forums

UJ Women's Forum

UJ celebrated International Women's Day (8 March 2022) under the theme 'Gender equality today for a sustainable tomorrow'. The forum meeting was well-received and attended by UJ staff members and students. Link: <https://fb.watch/c3SHiLQI2I/>

UJ Women's Forum: Intergenerational Leadership Dialogue

The UJ Transformation Unit hosted the UJ Women's Intergenerational Leadership Dialogue under the aegis of the UJ Women's Forum. The dialogue was hosted on 31 August in commemoration of Women's Month under the theme, 'Generation equality: Realising women's rights for an equal future'. The purpose of the dialogue was to bridge the intergenerational gap between women in leadership at UJ and to foster collaboration between women in different spheres/levels of leadership at UJ.



UJ Women's Forum Mentorship Programme

The University of Johannesburg (UJ) hosted its 2021 first Women's Forum on 10 March to commemorate International Women's Day (IWD) under the theme #CHOOSETOCHALLENGE. As part of the forum, delegates were requested to outline some challenges women face within the institution and possible solutions. Most delegates stated they would like to receive some form of mentorship from women on a senior or executive management level. The forum invited former UJ Women's Leadership Development Programme delegates to become mentors, who were then paired with women who had applied to be mentored. In 2022, the Unit launched the second mentorship cohort with over 30 women being mentored. To date, mentors and mentees have started engaging in the mentorship journey.

UJ Men's Forum

The discussions on 9 March 2022, led by Mr Mike Teke, Chairperson of the UJ Council, deliberated on various challenges that affect men's progress and success, which have resulted in many men taking their own lives, and focused on mental health for men.

UJ Queer Forum

The Transformation Unit hosted a UJ Queer Forum meeting under the theme 'Our bodies, our lives, our rights,' to commemorate the International Day against Homophobia, Transphobia and Biphobia. UJ joined the rest of the global community in educating communities about lesbian, gay, bisexual, transgender, intersex, and queer+ (LGBTIQ+) and advocating for sensible policies, service delivery, and support for LGBTIQ+ people.

Transformation Unit advocacy work, initiatives and projects

International Mother Language Day, 21 February 2022

International Mother Language Day (IMLD) is celebrated every year on 21 February to promote linguistic diversity and multilingual education. The UJ theme for 2022 was 'Fostering multilingualism for inclusion in education and society' as advocated by the United Nations. In addition, the Transformation Unit created a short video clip that commemorated IMLD: https://fb.watch/c3_JBcgrOL/

Human Rights Day, 21 March 2022

Human Rights Day is a national day commemorated annually on 21 March to remind South Africans about the sacrifices that accompanied the struggle for the attainment of democracy in South Africa. https://www.facebook.com/UniversityOfJohannesburgTransformationUnit/?ref=page_internal

Understanding disability

The Disability Council, a UJ student society that advocates for supporting and including students with disabilities at the University, partnered with Student Affairs and the Transformation Unit to host a hybrid webinar on 'Understanding disability'. The hybrid webinar took place on 23 May 2022 virtually via Zoom and in person.

Book discussion

The Transformation Unit partnered with the UJ Library and the Institute for Pan-African Thought and Conversation to host a hybrid book discussion on the book, titled *Witnessing – From the Rwandan tragedy to healing in South Africa*, by author Pie-Pacifique Kabalira-Uwase, as part of observing and celebrating Africa Month.

Disability awareness/sensitivity games/casual day fundraising

The Transformation Unit, in partnership with Student Affairs and the UJ Disability Council, responded to the call made by the National Council of and for Persons with Disabilities (NCPD) for the nation to celebrate the 28th Casual Day, celebrated annually every first Friday of September. The theme for Casual Day 2022 was #ICelebrateSA!, which called on the nation to start a conversation about everything going right for us and our country.

Gender, sexual identity and indigenous languages

The absence of gender and sexual identity terminology and concepts in all South African languages has perpetuated hate and unfair discrimination, in that communities continue to use derogatory words such as



isitabane and sisi-bhuti to articulate different gender orientations. The Transformation Unit hosted numerous panel discussions to address gender, sexuality and indigenous language terminologies. These included a discussion, titled 'Gender, sexual identity and indigenous languages' via Zoom in February 2022. https://fb.watch/c3_TVryS3w/

Contemporary UJ Queer Dictionary

A second activation aligned to the Gender, Sexual Identity and Indigenous Languages project was the launch UJ Queer Dictionary on 16 September 2022.

Gender Diversity, Inclusion and Belonging Symposium

The Social Work Department at the University of the Free State hosted the hybrid Gender Diversity, Inclusion and Belonging Symposium in partnership with UJ and other partners on 2 September 2022.

Public Lecture with Prof Dalal (GBV)

The Transformation Unit, in partnership with the UJ Library and the Faculty of Humanities at UJ, hosted a public lecture focused on GBV on 10 August. Prof Koustuv Dalal presented the public lecture on 'The need for multidisciplinary collaboration for addressing gender-based violence at academic institutions'.

Days of Activism against gender-based violence

UJ commemorated the 16 Days of Activism against gender-based violence, an annual international campaign from 25 November to 10 December 2022. The global theme for this year is 'UNITE! Activism to end violence against women and girls'. In addressing GBV (and femicide), UJ is committed to providing an institutional environment where its staff and students may study and perform their duties and other activities free from all forms of violence.

Gender neutral bathrooms/universal bathrooms

DHET has again funded UJ to implement inclusive bathrooms within the institution. The involved departments (Transformation and Operations) have begun planning implementation and rollout throughout the institution.

Titles project (pronouns and prefix projects)

To create an inclusive environment for all staff and students, the MEC has mandated that the Transformation Unit explore how the institution can implement suitable pronouns (her, him, they) and prefixes (Mr, Ms, Mx, Dr, Prof) to suit individual identities. Internal stakeholders are exploring changes needed in the internal systems managed by HCM, ICS and CAA to accommodate new prefixes/titles or to altogether remove them in some formal communications.

Staff Day 2022

The University of Johannesburg celebrated its annual Staff Day, themed 'Humans before Boxes', on 30 September 2022. The event is a culture-inspired fun-filled day highlighting UJ's excellent work and study environment. The event's primary aim was to create cultural integration and promote diversity among the various UJ community constituencies.

Training workshops

Capacity building workshops with residence student leadership

The Transformation Unit, in partnership with Student Affairs, facilitated capacity building workshops with residence student leadership on each UJ campus, involving house committees, mentors and residence academic advisors. A total of 384 students attended the workshops.

PsyCaD Psychology internship training

The Transformation Unit was invited to execute a training workshop for the 2022 PsyCaD Psychology interns' cohort. The training aimed to expose interns to the issues of diversity and inclusion, gender-based violence (GBV) in the context of higher education, and to lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ+) content.



Protection Services GBV sensitisation workshop

Protection Services hosted a GBV staff development training workshop in partnership with the Transformation Unit on 22 April 2022. The training targeted the campus managers, shift managers, and security officers. The workshop was aimed at helping the team understand various strategic international, regional, and national policies, codes of good practice concerning GBV, and critical components deemed helpful for the multiple employees at the forefront of addressing GBV on campus.

UJ staff information session

The University hosted an online information session for staff on 21 April 2022 under the theme, 'Associations between gender-based violence (GBV), mental health, and physical health: Providing support to survivors within the workplace and understanding the UJ processes and procedures'. The session aimed to provide information concerning GBV and its impact on employees' mental and physical health.

Faculty of Health Sciences training

The Medical Imaging and Radiation Sciences Department invited the Transformation Unit to execute a GBV awareness training session on 17 May 2022. The Transformation Unit talked to students about GBV within higher education and the support structures available to survivors.

Faculty of Humanities training

The Social Work and Community Development Department invited the Transformation Unit to execute a sexual and diversity (LGBTIQ+) awareness training session on 16 May 2022. The lecture was themed, 'Stereotypes, profiling and prejudices, specifically on LGBTIQ+'.

THEME TWO: EMPLOYMENT EQUITY

The advancement of employment equity, in terms of the designated groups, women and people with disabilities, remains a key focus. UJ's objective is to achieve equal representation across all levels within the institution.

Workforce analysis and employment equity (EE) statistics

UJ overall workforce as of 31 December 2022

UJ workforce statistics showed an increase in staff when comparing 2018 with 2022. The overall headcount increased by almost 100 from 2021 to 2022.

Table 15: UJ workforce over the past five years

	2018	2019	2020	2021	2022
Academic and research staff	1 222	1 283	1 270	1 264	1 264
Support staff	3 105	3 080	3 048	3 029	3 106
UJ Executive Leadership Group	23	23	23	23	24
TOTAL	4 350	4 386	4 342	4 316	4 413

The Executive Leadership Group had remained constant over the past three years. At the end of 2022, the headcount was 24.

The UJ Annual Performance Plan

The UJ Annual Performance Plan (APP) is revised annually to align with the UJ Strategic Plan 2025, and UJ managed to achieve eight of the ten measured targets relating to transformation in the staffing domain.

The number of academic and research staff with a doctoral degree increased by 26, year-on-year. In 2022, the target of 56% was surpassed with an increase to 57,1%. Over the past five years, the number has increased from 47,8% to the current 57,1%. The University encourages staff at the lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.



Table 16: UJ APP targets achieved in 2022 (based on HEMIS Rules)

INDICATOR	TARGET	ACHIEVED
Number of black (SA) associate professors and professors	26,5%	27,6%
Permanent and fixed-term academic staff by rank (associate professors and professors)	28%	29,4%
Percentage of permanent and fixed-term academic staff with doctorates	56%	57,1%
Number of black permanent and fixed-term academic staff	50%	51,1%
Number of female associate professors and professors	39,5%	41,2%
Number of academic staff recruited who are working in 4IR (cumulative)	35	47
Number of female academic staff	49%	49,5%
Percentage of permanent and fixed-term academic staff with master's degrees	36%	36,3%

Table 17: UJ APP targets not achieved in 2021 (based on HEMIS Rules)

INDICATOR	TARGET	ACHIEVED
Number of international permanent and fixed-term academic staff	18%	17,8%

Number of academic staff with a disability

The target for the number of Persons with Disabilities (PWD) (KPI 77 in Strategic Plan) was set at 1,2%, but 1,1% was achieved. This figure remains below the sector target of 2%.

Academic and research staff promoted in 2022

In terms of academic and research staff promotions, Senex approved 85 promotions in 2022 compared to 70 promotions in 2021 and 2020, respectively, and 50 in 2019. Of the number of staff promoted, 34 were female, and 51 were male. A total of 33 were promotions from the designated group and 52 from the non-designated group, of which 26 were white and 26 were international. Important to note is that international staff do not contribute to employment equity targets set in the APP.

The Executive Leadership Group employment equity profile in 2022

The ELG black gender profile has shifted notably. Black female representation was 43,48% in 2019, 47,8% in 2020, 43,48% in 2021 and 45,83% at the end of 2022. Of the 24 ELG members, there were 12 black females, six black males, two white females, three white males and one international male.

Table 18: ELG equity profile

ELG EQUITY PROFILE							PERCENTAGE				
Gender	Black	Coloured	Indian	White	Intl.	TOTAL	Black	Coloured	Indian	White	Intl.
Female	7	4	1	2	–	14	50%	28,57%	7,14%	14,29%	0%
Male	5	0	1	3	1	10	50%	0%	10%	30%	10%
TOTAL	11	4	2	5	1	24	45,83%	16,67%	8,33%	20,83%	4,17%



THEME THREE: **STAFFING AND LEADERSHIP PROFILE**

Talent management is an imperative business objective within any institution to foster employee growth and development, encourage the uptake of ongoing feedback on performance, and promote leadership at all levels. This theme seeks to address progression of all its employees from previously disadvantaged backgrounds. It addresses the institution's management of talent through building a strong succession plan and retainship strategy.

UJ Women's Leadership Development Programme (UJWLDP)

The UJ Women's Leadership Development Programme (UJWLDP) is one of the institution's flagship programmes. The programme has benefited diverse delegates from both academic and support domains, with some delegates since promoted to senior positions within the University.

The delegates are required to present an action learning project. This is an integrative business challenge that requires a solution using business research methodology. A successful graduation ceremony was held at JBS Park on 4 November 2022. After hard work and dedication, 18 delegates completed the programme.

360° Leadership Development Assessments

The University launched the 360° Leadership Development Assessment for the Executive Leadership Group (ELG) and Senior Leadership Group (SLG). A total of 228 ratees were invited, and 1 140 surveys were completed by them. The assessment seeks to extract value from diversity in a complex environment, creating leadership competencies that will serve as the foundation for multiple leadership talent-management systems. UJ leadership was provided with feedback and input on their perceived leadership styles and how they could enhance their leadership.

THEME FOUR: **GOVERNANCE AND MANAGEMENT**

The University of Johannesburg is one of the leading institutions in the 4IR space, and hence institutional transformation needs to prioritise digital transformation. The Corporate Governance Division enhanced its existing systems in 2022 to streamline and improve internal processes. In keeping with 4IR, systems were continuously enhanced to meet the demands of the work environment and maintain business continuity.

Corporate Governance was actively involved in the Data Protection Project as part of the UJ initiative to be POPIA compliant. As part of the rollout, a web page was created for the Promotion of Access to Information and the Protection of Personal Information. The Corporate Governance Division, in collaboration with the Information Communication Systems Division, developed an internal system to allow internal and external stakeholders to submit requests online via the POPIA and PAIA platform.

In relation to the policy environment, UJ ensured transparency by the distribution of regular circulars informing the UJ community about newly approved and updated governance documentation. A policy checklist was created and implemented to accompany policy documents submitted for publication to ensure that policy owners followed the governance approval process. This resulted in improving compliance with the governance process.

The online voting platform continued to be useful for conducting elections freely and fairly. The platform is user-friendly, easily accessible, and compatible with multiple browsers, allowing voters to vote anywhere.

The Qualification Verification Unit within Corporate Governance embarked on the Transcript Supplement Project to standardise the issuing of academic transcript supplements. The transcript supplement contains a description of each successfully completed module. The current process of obtaining transcript supplements is manual and time-consuming. The project's purpose was to utilise technology to automate and streamline the process resulting in the timeous execution of requests.

The Records Management Unit within the Corporate Governance Division initiated ten projects relating to the Electronic Document and Records Management System (EDRMS), namely Perceptive Content. Enhancements to seven existing solutions were completed successfully. The new and enhanced projects included upgrading the EDRMS, the records repository created for Student Finances and improving the contract management



recordkeeping business process. Overall, the projects assisted business process owners across UJ with implementing record management principles.

THEME FIVE: **TEACHING, LEARNING AND KNOWLEDGE PRODUCTION**

This is another key focus area of institutional transformation; two major divisions contribute to the transformation of teaching, learning and knowledge production.

The Division for Teaching Excellence

Curriculum transformation

All faculties report annually on their efforts to transform curricula. Curriculum transformation and renewal focuses on three broad areas: ensuring that UJ graduates are 4IR-ready; decolonising curriculum, pedagogy, and research; and integrating the sustainable development goals across the academic project. UJ academics contribute to popular and academic debates on current issues, extending its culture of enquiry and debate to its communities and stakeholders. Additional areas of critical engagement include gender-based violence (GBV), the focus on women in STEM, and enhancements to the development of scholarship in and of African languages. As a contact learning institution, UJ emphasises the importance of interactions between lecturers and students, augmenting classroom-based interaction with online support. Contemporary societal needs have and will continue to integrate into how faculties deliver on their mandates across teaching and learning, community engagement and research: demonstrated by programme development in areas such as Mythology and Ancient Cultural Studies, Quality Engineering, Innovation and Development, Digital Transformation, Afrikaans Creative Writing, Sports Management, and Children's Literature. Five additional new programmes, including a Master of Quality Engineering, a Master of Science in Data Science, and a Master of Science in Machine Learning, demonstrate that UJ remains at the cutting edge of these developments.

Special projects

A number of special projects are assisting with transforming UJ staffing, especially at more senior levels, with a focus on increasing the number of designated and female candidates.

Future Professors Programme

UJ is the lead implementer of the National Future Professors (FPP) Phase 2 Programme, a DHET project that prepares promising academics to become a new cohort of South African professors. A total of R70 229 574,26 has been allocated for implementing the FPP Phase 2. Following the orientation of participants and completion of the baseline situational analysis in November 2021, the full scope of the FPP Phase 2 programme kicked off in January 2022.

Another important FPP programme component is the leadership programme coordinated in partnership with the Johannesburg Business School. Two Leader Lab sessions were conducted in 2022 as an immersive learning opportunity for participants to reflect on and develop their leadership identity. The Leader Labs are designed to build and entrench contextual intelligence, leadership competence and self-awareness in preparation for the professoriate. Each of the 28 participants has an assigned coach and a mentor as additional support mechanisms over and above the assigned FPP academic advisor and FPP team.

New Generation of Academics Programme (nGAP)

In 2022, the implementation of the nGAP progressed well, with several highlights. The Division coordinated the submission for the nGAP Phase 9 call. A total of eight applications were submitted to DHET, and the University is awaiting the outcome from DHET. UJ was allocated five more nGAP posts for Phase 8; these were approved and advertised.

The nGAP continues to contribute towards increasing the number of staff with doctorates at UJ. A total of 13 nGAP scholars have doctorates, three with doctorates were appointed; three graduated in 2021; and seven completed doctorates towards the end of 2022. Of the seven, two graduated in 2022, and five will graduate during the 2023 graduation season. A booklet showcasing UJ nGAP scholars has been compiled and designed for publication on UJ media platforms. As part of the 2021/22 financial year reporting, 28 nGAP narrative and financial audit reports were developed and submitted to DHET.



Nurturing Emerging Scholars Programme (NESP)

The implementation of the NESP programme progressed well in 2022. Three NESP Phase 1 scholars have completed their master's and started with their one-year internship programme until the end of 2023. In 2022, the Division organised eight one-on-one check-in meetings for Phase 1 scholars in the first and second semesters to assess their progress. Towards the end of 2022, one Phase 1 scholar left the programme due to medical reasons.

In 2022, DHET allocated UJ three posts for NESP Phase 2 (Chemical Sciences, Urban and Regional Planning, and Civil Geotechnical), bringing the total number of UJ scholarships to seven. The internal application process for the allocated NESP Phase 2 scholarships was carried out in 2022 and completed. DHET approved one NESP Phase 2 scholar who signed a contract and commenced her master's degree in 2023. We are awaiting the confirmation of the remaining two scholars by DHET.

Accelerated Academic Mentorship Programme (AAMP)

The Accelerated Academic Mentorship Programme seeks to support academic staff in working towards promotion, with a special focus on women and designated staff, and with the goal of building a transformed professoriate. Participation in the AAMP continued to increase throughout the year, with an additional 101 new academics joining the AAMP programme in 2022, increasing the total number of AAMP members to 536. This is the most significant growth in terms of new members the programme has witnessed.

Table 19: AAMP

AAMP Level 1	68% are female participants
AAMP Level 2	57% are female participants
AAMP Level 3	53% are female participants

In March 2022, DTE organised a meeting with the vice-deans to discuss AAMP and its offerings. A subsequent survey of participants confirmed that the programme remained popular among UJ academics and that most participants had derived value from being part of the programme. In the second semester of 2022, the Division initiated one-on-one NRF rating consultative meetings with an NRF rating specialist for academics planning to apply for a rating in the next call in 2023. AAMP promotions as of October 2022 were as follows:

Table 20: AAMP promotions

YEAR	DESIGNATE	FOREIGN BLACK	WHITE SA	FOREIGN WHITE	FEMALE	MALE	GRAND TOTAL
2017	15	6	8	1	16	14	30
2018	11	5	11	1	14	14	28
2019	11	0	4	1	9	7	16
2020	27	4	5	0	22	14	36
2021	32	3	9	5	32	17	49
2022¹	20	1	3	0	9	15	24
TOTAL	116	19	40	8	102	81	183

The AAMP has significantly contributed to the University's transformation and academic staff development efforts by providing targeted support to designated staff members. In terms of doctoral completion, 55 AAMP participants have been able to complete and were awarded their doctorates between 2019 and 2022. Based on this, DTE considers that the programme is one of the major contributors to the University's efforts to increase the number of staff with doctorates and master's from 50% to the set 2025 target of 65%.

¹ 25 additional AAMP members applied for promotion in September 2022, these will be included in the 2022 AAMP promotions table once confirmation has been received from Senex.



Furthermore, the total number of AAMP participants promoted between 2017 and 2022 is 208. Participants have reported that funding for teaching relief, conference attendance, the writing retreat, and other capacity development workshops has resulted in completing their doctorates and publishing articles in accredited journals from which the University received government subsidy. A total of 158 papers in the form of conference proceedings, book chapters, and journal articles were published by AAMP participants between 2017 and 2022.

Assistant Lecturers Programme

The Assistant Lecturers Programme (with its focus on designated and female candidates) assists the institution in creating a healthy bench strength, by ensuring that should there be a vacancy for a lecturer, an assistant lecturer is eligible for appointment. The implementation of the Assistant Lecturers Programme progressed well in 2022, with 75 posts filled by December 2022. In August 2022, the MEC approved funding to support an additional 25 AL positions for the University at a total cost of R18 750 000 over three years, bringing the total number of ALs to 100. The filling of the 25 AL posts began in December 2022, and 24 posts have already been filled.

Symposia and masterclasses

In 2022, DTE organised sessions in the form of masterclasses, Connect@1, and sessions under the themes, 'The Beautiful Ones Are Not Yet Born: The Academic Journey', Celebrating Women's Month by spotlighting women academics at UJ, and the Heritage Month series. These aim to create an enabling environment that provides academics with conditions to support teaching and learning while enhancing their wellbeing. A total of 41 sessions were conducted in 2022, with 2 500 academics participating.

Teaching Advancement at Universities (TAU) Fellowship Programme

TAU is a nationwide intervention that seeks to advance teaching quality by developing leaders in teaching and learning across all public higher education institutions; it is coordinated by the Centre for Academic Staff Development at UJ. In 2022, a further 48 participants nationwide completed the programme to become TAU fellows responsible for driving teaching and learning initiatives. The fourth cohort, with 53 participants, began the programme in July 2022. They will be guided on their fellowship journey by ten advisors from several different higher education institutions and will complete the programme in June 2023.

The Division of Academic Development and Support

The Division of Academic Development and Support (ADS) endeavours to support various initiatives to offer a fulfilling academic experience for undergraduate students at UJ while ensuring maximum retention, success, and throughput. The primary focus is reducing dropout rates and improving the module pass and degree throughput rates. ADS strives to offer cutting-edge initiatives, including psychosocial support to enhance students' personal environments, academic interventions to maximise learning opportunities, and the innovative use of academic technologies. The institutional goal is to develop confident and passionate graduates who are intellectuals, professionals, ethical and responsible citizens, and innovators.

Centre for Academic Technologies

The Centre for Academic Technologies (CAT) plays a crucial role in supporting teaching and learning at UJ. Its main objective is to provide innovative and advanced technologies to students and staff while ensuring they receive the necessary training and support to use these technologies effectively. After returning to campus after the COVID-19 lockdown in 2022, CAT implemented an orientation initiative to support students in multiple learning and teaching delivery modes. This initiative aimed to prepare first-time entering students for the teaching and learning context at UJ. The initiative was conducted virtually from 2 to 11 February 2022, consisting of 24 60-minute sessions. Students were trained on how to navigate the Blackboard (Bb) Learning Management System (LMS), participate in online discussions, submit assignments online, and communicate with lecturers and peers through different online channels. In addition, students were introduced to uLink, which is the University's student single sign-on portal that provides access to various academic and administrative services.

In addition, CAT had also prepared initiatives for returning students by arranging weekly sessions on basic computer skills, navigating the online learning environment, and training on Microsoft Office (i.e. Word, Excel



and PowerPoint) across all campuses. Although these student training sessions were encouraged but not compulsory, 3 700 students attended them in 2022.

UJ implemented ongoing online support through the CAT help desk team to support student readiness and success. The team utilised the OsTicketing system to keep track of student queries and ensure that all concerns and challenges were addressed promptly. The help desk team provided just-in-time feedback and support to students, ensuring their concerns were promptly addressed.

Additionally, to ensure no student was left behind, CAT oversaw the device rollout project for NSFAS and missing middle students. The project aimed to provide students with access to online learning by distributing 1 679 entry-level laptops as loans to NSFAS, missing middle, and other qualifying students. These initiatives aimed to provide students with the necessary support and resources to succeed in their academic journey at UJ, regardless of their financial background or location. The successful implementation of these initiatives suggests that UJ is committed to ensuring that its students receive the necessary support and resources to succeed in their academic pursuits.

In 2022, the University of Johannesburg allocated R11 million to purchase e-textbooks for priority module students. The available funds were divided according to FTEs and allocated proportionally to faculties. To provide students with access to e-textbooks, the University appointed an e-book aggregator, ITS! Funda, which provided an e-reading platform with the miEbooks application. By the end of 2022, 100% of the available funding had been utilised to provide students with access to e-textbooks.

CAT also supported staff through a series of initiatives in collaboration with UJ stakeholders. The primary objective was to prepare teaching staff for teaching in a blended context. In collaboration with the Centre for Academic Staff Development (CASD), CAT hosted initiatives to train new staff, introducing them to the online teaching and learning environment. The CAT team also visited departments and hosted just-in-time webinars/workshops.

The CAT team at UJ explored new technologies to support teaching and learning in a hybrid context. One tool they piloted in 2022 was a video overlay tool, called Annoto, which they used in collaboration with selected faculties and the college. The pilot aimed to understand the value of engagement in teaching and learning, and outcomes from the pilot emphasised the importance of teacher presence and clear instruction when using Annoto in a module.

As part of its public initiatives, CAT also partnered with the Department of Basic Education to deliver the Artificial Intelligence in the 4IR course to youth participating in the Presidential Employment Youth Initiative. In 2022, UJ certified 600 unemployed youth who completed the course. To further expand its offerings, CAT collaborated with UJ colleagues to launch two new free SLPs, namely Introduction to Sustainable Development Goals (SDGs) and Introduction to Financial Literacy (Be Money Wise), which will be available to the public at no cost.

Academic Development Centre

The Academic Development Centre (ADC) comprises three units: ADC Access, Academic Development and Innovation (ADI), and the Academic Literacies Unit (ALU). The Centre also houses the UJ First Year Experience (FYE) and Senior Student Experience (SSE) coordinator, as well as the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), an independent entity managed by ADC. Throughout 2022, ADC had to adapt to the post-COVID-19 situation and changing student support requirements. ADC supported undergraduate student success and contributed to all UJ strategic objectives.

The UJ Integrated Student Success Initiative

The institutional Integrated Student Success Initiative (ISSI) is an effort to improve student success at UJ. The initiative focuses on module pass rates, degree completion rates, and dropout rates by using data-informed processes to allocate resources where they can have the most significant impact on student success. The initiative involves the collaborative participation of all eight Vice-Deans: Teaching and Learning and aims to improve student success in selected priority modules, as determined by the faculties. The Academic Development Centre (ADC) worked closely with the Centre for Academic Technologies (CAT) and other

support services, in conjunction with the various Vice-Deans: Teaching and Learning in each faculty as well as the module lecturers, to develop and implement agreed interventions.

ADC Access continued managing the extended curriculum programmes, focusing on the Doornfontein, Soweto, and Bunting Road Campuses. ADC Access taught approximately 625 first-year students enrolled in FEBE, Humanities, and CBE throughout the year. All 16 extended curriculum groups achieved 86% and above success rates, while the success rates of extended diploma offerings reached their highest level (88,6%) since 2009.

ADI staff members taught in the Mastering Academic and Professional Skills (MAPS) modules, which are offered in the College of Business and Economics (MAPS Eco) and the Faculty of Humanities (MAPS Hum). These modules engaged 681 students and achieved 94% and 89% pass rates, respectively. ADI also coordinated the student mentoring programme, working closely with UJ stakeholders. In 2022, online mentor training material was further developed and customised to meet the unique needs of individual faculties/college. The Reading in the Discipline (RID) initiative supported the Faculty of Humanities, the Faculty of Arts, Design and Architecture (FADA), and the Postgraduate Centre. RID's approach involved developing materials and embedded interventions using actual academic content to assist students in making sense of the academic reading they encountered. A range of online resources was developed throughout the year.

The Academic Literacies Unit taught three key modules, namely English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences (LES). The success rates in these modules ranged from 82% (in LSS) to 91% (in LES). In addition, the ALU's writing centres were heavily engaged with students, with 5 419 consultations completed throughout the year. The pandemic necessitated a shift from the conventional model of one-on-one and small group consultations, prompting the writing centres to adapt their services to support students better. Despite these challenges, the writing centres remained committed to providing high-quality feedback to students by developing new learning units for the On the Go SOS module, which is offered to all UJ students.

The UJ First Year and Senior Student Experience (FYE/SSE)

In 2022, the UJ FYE and SSE continued their essential work. The FYE began with the First Year Orientation (FYO), which for the first time, offered an intentionally blended UJ Orientation to welcome new UJ students. This was planned in collaboration with UJ faculties and the college, together with CAT. Following months of cooperation, 8 FYO modules (one for each faculty/college) and a full on-campus FYO programme were produced. The modules were used to deliver information included in the FYO to first-time entering students in 2022 and to empower the year-long extended orientation.

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

The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), a DHET-funded national centre located in UJ's Academic Development Centre, was granted R8 million by DHET in late 2021 to implement a new programme of work from 2022 to the end of March 2024. The Centre aims to support South Africa's public universities by providing them with academic knowledge and practical training to help them serve their students effectively in their higher education journeys and contribute to student success.

To fulfil this mandate, the SANRC hosted the 7th Annual SANRC FYE Conference in Cape Town on a hybrid platform and provided universities with capacity-building assistance. Furthermore, the SANRC established an advisory group to offer strategic guidance on the new programme of work.

The SANRC also strengthened its relationship with its sister organisation, the National Resource Centre for the First Year Experience and Students in Transition (NRC), based at the University of South Carolina (USC) in the United States. The SANRC received assistance from two NRC staff members to lend additional staffing capacity to the new programme of work.

Centre for Psychological Services and Career Development (PsyCaD)

The COVID-19 pandemic has transformed the face of student counselling over a short time period. The COVID-19 pandemic had a significant impact on people's mental health. The stress and uncertainty caused by



the pandemic and the isolation and loss of social connection have increased anxiety, depression, and other mental health conditions. The prolonged isolation caused people to feel lonely, anxious and stressed, which resulted in higher rates of depression and other mental health issues. In addition, the economic impact of the pandemic has led to financial stress and job loss for many people, which took a toll on mental health.

The increase in demand is evident in the number of student counselling sessions, which increased from 14 606 in 2019 to 19 943 in 2022. During the pandemic, PsyCaD reverted to remote counselling to ensure psychosocial support for the students, but as the country gradually moved out of lockdown, the demand for remote counselling decreased from 37% of counselling sessions in 2021 to 10% of counselling sessions in 2022. This implies that, as face-to-face counselling became available, students preferred this to remote counselling even though both were available.

To address the psychosocial challenges that our students face, PsyCaD has started employing social workers to support these students. The social workers have already started with several initiatives to assist students with clothing, food and accommodation and provide them with essential life amenities.

PsyCaD continues to provide 24-hour support to students who are in distress. The 24-hour crisis line provides immediate psychological assistance to UJ students at any time of the day and night, seven days a week. The 24-hour crisis line is well established and well known in the UJ community and is marketed through posters and a sticker that is extensively circulated at various forums. Higher Health SA has also launched a helpline for South African students. The contact details for this helpline have been advertised widely in UJ. Furthermore, Life Line, SADAG and Akeso, are seen as additional resources advertised to students on several platforms. These resources provide students with a wide range of support when they are in a crisis or need to speak to somebody.

With the return of students to campus, there has been a significant rise in the number of students who have declared their disabilities, from 248 in 2021 to 285 in 2022. This increase in the number of students with disabilities returning to campus has resulted in a greater need for support services. This need is evident in the significant increase in the Disability Unit's (DU) concession applications, which rose from 49 in 2021 to 112 in 2022.

In 2022, UJ Career Services launched UJCareerWiz, an online Careers Portal that promotes student employment and supports the career needs of students completing their work-integrated learning. The platform has shown promising results, with 9 222 students registered, 275 registered companies, and 91 job advertisements placed in 2022. Furthermore, the Career Services conducted various workshops throughout the year, benefiting approximately 747 students. A new initiative, the Career Bootcamp, was introduced in 2022, which focused on preparing UJ students for the world of work. The Bootcamp consisted of 11 sessions held by ten presenters on Blackboard, and 404 logins were tallied from UJ students.

Overall, UJ Career Services has demonstrated its commitment to supporting student employment and career development through its various initiatives and the utilisation of technology to enhance engagement and tracking of year-on-year improvements. One of the primary focus areas of the programme was career fairs, with four fairs hosted throughout the year, focused on Law, Commerce, STEM, and a general fair. These fairs were supplemented by faculty-focused career showcases for Humanities, FADA, Health Sciences, and Education. In addition, the DU hosted 14 companies that offered recruitment opportunities for students with disabilities.

In addition to these initiatives, Career Services also provided individual career counselling sessions and career assessments to students. These sessions assisted students with queries relating to their chosen career path and prepared them for the world of work. In total, 1 432 students were assisted in 2022 by either face-to-face or telephonic consultations and career assessments.

THEME SIX: **RELATIONSHIPS WITH STUDENTS**

This theme is addressed at various levels within the institution; the overarching aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and encourage a positive lifelong relationship with the University. The student experience at UJ encompasses many aspects of academic and intellectual development, social and emotional life, and the

growth and refinement of cultural, political, sporting, and artistic interests. The work of several divisions that substantially contribute to the broad student experience, including and beyond academia, is reported below.

Contributions by the Transformation Unit

First-year student residence culture integration workshops

The first-year student residence culture integration workshops took place in March 2022. These workshops aimed to help first-year students transition smoothly from high school to university. The workshops also aimed to engage the hearts and minds of first-year students to eradicate risky student behaviour (RSB) and to help students adapt to the UJ culture by equipping them with life skills and tools while ensuring they are fully aligned with the culture of the institution. A total of 1 188 students attended the workshops.

UJ Young Leaders Development Programme (UJYLDP)

The UJYLDP involves empowering and preparing young leaders to be social change agents by developing their understanding of others and self-awareness of their roles and responsibilities as leaders in different contexts. This six-month programme aims to help participants understand what it takes to be a masterful leader.

The UJYLDP 2022 programme commenced in February, with the fifth cohort made up of 49 students holding various student leadership positions within the University. Of these, 40 participants successfully completed the programme – 15 males and 25 females.

Contributions by Student Affairs

In 2022, Student Affairs prioritised the provision of suitable accommodation for students, stability in student relations, well-organised student life, transformative student culture and development of student leaders as the pillars for the strategic objective of an enriching student-friendly learning and living experience. Despite the challenges imposed by inconsistent supply of electricity and water, Student Affairs promoted its activities through the five-pillar model (comprising the academic, leadership, community engagement, sport and social pillars, with academic excellence cutting across all the elements of the five-pillar model).

The Student Life and Governance (SLG) Department coordinated student development activities. Administrative support was provided to student structures, such as the Student Representative Council (SRC), student societies, and house committees, as well as to general student development programmes. SLG was also responsible for order and discipline, in conjunction with Student Ethics and Discipline (SED); this latter unit dealt with disciplinary enquiries, including investigations, disciplinary hearings, and alternative dispute resolution measures, such as discipline through dialogue, and conflict resolution and reparation.

With the goal of providing support to each student of the University, Student Affairs ensured that a wide range of aspects of student wellness, including student hunger, basic needs like sanitary towels and hygiene packs, psychosocial support, safety and security, risky student behaviour and student governance, were attended to in response to the challenging and changing needs of student communities. In partnership with the School of Tourism and Hospitality, Student Affairs coordinated the provision of meal packs to students who had been identified as not being able to afford daily meals. There were 3 047 students benefiting from this Student Meal Assistance Programme. In addition, Student Affairs, in partnership with Tiger Brands, provided monthly meal packs to a further 500 identified students. Several programmes promoting student ethics were initiated and undertaken by Student Affairs in partnership with both internal and external stakeholders.

In 2022, UJ had the capacity to accommodate 40 639 of the enrolled students on- and off-campus. Privately owned student accommodation accounted for 82% (33 451) of the available accommodation. On-campus residences (7 188 beds) had an occupancy rate of 89% (6 406). Living and learning communities in the UJ residences were supported through the Residence Academic Advising Programme. About 200 senior students were identified to help junior students, particularly first-year students in residences, with their academic work. The intervention contributed to the sound academic performance of residence students.

The number of recognised student societies (which were mainly academic, political, religious and social in nature) stood at 121 across all campuses. Registered members of the societies were 18 745 students.

In partnership with other stakeholders, Student Affairs facilitated a number of leadership and development opportunities for student leaders. The student leaders ranged from the elected positions in the Student



Representative Council (SRC) and members of house committees to the executive leadership positions in recognised student organisations.

Contributions by the Centre for Student Health and Wellness

The new Centre for Student Health and Wellness (CSHW) was formed through the merger of the former Primary Healthcare Service (PHS) and the Institutional Office for HIV and AIDS (IOHA). This merger has proved to be a worthwhile exercise, as it has allowed all resources to be pulled together to maximise operational requirements and to better serve the UJ community. The Centre's services are offered primarily to UJ students at no cost to the patient, except where laboratory tests and non-essential healthcare are requested. The Centre offers healthcare services, mainly the clinical management of conditions, and wellness services, which entail HIV infection prevention and health promotion. The health promotion aspect comprises a wide spectrum of topics that include social mobilisation and inclusivity awareness. The services are available on all campuses; clinics are managed by primary healthcare nurse practitioners (PHCNP). The medical services provided by medical officers are made available in terms of a legal requirement for conducting a healthcare facility.

During 2022, the clinic services again continued to flourish, with consultations back to pre-COVID-19 levels and strengthened HIV/AIDS prevention strategies. Overall consultations stood at 26 223, with 40% of these dedicated to sexual reproductive health services. Contraceptive methods were provided to 12 680 clients, a significant increase from 3 720 in 2021, but also surpassing the 2019 total of 8 774 clients for family planning services. The trend of decreasing numbers of students treated for sexually transmitted infections continued, with a further 8% reduction. However, there was an increase in the number of patients testing for pregnancy. Of these, 117 students opted to be referred for termination of pregnancy, together with counselling provided within PsyCaD and at public sector clinics. Other services, such as the travel health clinic, continued with travelling allowed under strict COVID-19 regulations, including vaccination.

The wellness services focused primarily on the prevention of HIV/AIDS and other STIs, including the social determinants leading to these infections. Major discussions in the form of dialogues, book launches, seminars, and mini conferences took place. The online platforms were also utilised to expand on audiences that had been established and captured during the COVID-19 online outreach. In total, 8 008 HIV tests were done with only 40 positive tests; these persons are all on antiretroviral treatment to curb further infections and improve their health status.

Contributions by PsyCaD (Disability Unit)

Disability support services foster an inclusive and equitable learning environment that seeks to provide students with the support they need to be independent learners. They provide a range of support to students with a wide range of disabilities, including learning disorders and mental health difficulties, by means of early orientation/welcome programmes, needs assessments, exam accommodations (e.g. a smaller exam venue/extra time), classroom accommodations (e.g. provision of lecture slides), and liaison with faculty and assistive technologies (e.g. use of a recording device).

During 2022, 285 students declared their disabilities when they registered at the beginning of 2022. The figures may not accurately reflect the number of students with disabilities at UJ, as many students do not disclose their disabilities when they apply or register. Some students also report some impairments, such as being short-sighted, as a disability.

In order to standardise applications for accommodations and concessions (reasonable access), all applications are reviewed by the UJ Concessions Committee. This committee considers and provides for fair assessment practices for students with disabilities, underpinned by reasonable accommodation and inclusive education practices. The committee members discuss, provide suggestions for support and approve concessions based on medical/psychological documentation provided by a student with a disability. The committee meets twice yearly after the committee's decisions are communicated to the student.

In the case of learning disorders, specialised psycho-educational assessments – aimed at identifying learning or occupational barriers that might hamper academic performance – are required for the application process. Some of our students do not have the financial resources for these psychological assessments, in which case PsyCaD does these assessments pro bono. During 2022, this team did ten individual concession assessments.



The number of new concession applications has increased from 49 in 2021 to 112 in 2022. The increase in applications from 2021 to 2022 is most likely because students returned to campus following the lifting of COVID-19 restrictions and required assistance with support for physical disabilities, such as wheelchairs, and braille, and the move from online assessments to on-campus assessments.

When reviewing concession applications, the UJ Concessions Committee makes multiple recommendations to accommodate and support students with assessments. The DU has also created digital platforms for students to apply online for concessions and a number of other services. This platform allows for pre-screening and an option to download supporting medical documents. These applications are sent to the members of the UJ Concessions Committee, and these are discussed using virtual meetings.

As part of concessions that are granted to students for test and exam purposes, these students generally write in dedicated DU spaces, and the DU not only provides these spaces but also manages and coordinates these sessions. In the case of on-campus assessments, students can now also book venues and sessions online. A QR code was created for students to easily access the site for this purpose.

The Disability Unit provides a range of services to our students in order to support their academic performance. During times of COVID-19 lockdowns, People with Disabilities did not require as much support as when we are on campus. Since most students have their own devices and have assistive software installed on them, the need for individual training increased with a return to campus. The need for editing tests and study material and the need for braille and scribing also increased.

As far as transport is concerned, UJ has four adapted vehicles for people with disabilities. These vehicles are used mainly for intercampus transport and for transporting UJ Sport students with disabilities. The DU collaborates closely with UJ Sport, and the transport provided during 2020 and 2021 due to the lockdown increased the need for intercampus transport significantly in 2022. Bookings for any of these support services can now be made online.

Career guidance and preparation for the world of work

Students with disabilities require specific orientation to the university setting, and based on their disability needs, this orientation must be adapted to cover the full spectrum of support. Career counselling forms part of the holistic support for students with disabilities as it allows prospective students to make informed choices, considering their physical abilities and their interests. Assistance is also provided with applications to the institution and financial aid. Key stakeholders in residences, operations and faculties are approached to ensure access and full participation for the students' needs. When requiring assistance in one of the areas mentioned above, students report to any of the DU's sites to access support from one of the team members. This is facilitated through appointment-based consultative sessions or walk-in enquiries.

In addition to company talks, the DU sends regular emails to students with disabilities, alerting them to funding or job opportunities. Many companies are approaching the DU directly, wishing to recruit people with disabilities or that have funding available for students with disabilities. The DU regularly contacts the students to alert them of these opportunities.

Placement and evaluation

Prospective UJ students with disabilities can contact the DU to assist them with their applications to UJ. During these consultations, an assessment is done as to the type of support they may require to advise them regarding their chosen career path and to assist them with their applications.

The DU receives daily updates from Central Academic Administration regarding new applications and registrations. The DU uses this information to contact these students to ascertain their required support. It also assists with the planning as they receive the numbers per campus, ensuring that the required supportive devices are available in the DU campus spaces. The information is also communicated to Operations, where access problems may be for students with certain disabilities.

Psychosocial support

The DU organises an orientation session for all students with disabilities at the beginning of an academic year. The purpose of this session is to allow students to meet the DU team and share important information



regarding services, procedures, etc. with these students. These orientation sessions provide an ideal platform for the DU to form personal relationships with the students.

The students with disabilities receive psychosocial support from the DU and the broader PsyCaD and several individual consultations. The increase in consultations from 2018 to 2022 can be explained, to a large extent, by the adjustment to the operations of the DU due to the lockdown and the sequelae of COVID. The DU had constant contact with the students during 2022, either using face-to-face or telephonic consultations.

Technological support

Over and above the 44 desktop and 15 laptop computers that are available to students with disabilities, the DU also has a wide range of other assistive devices and assistive software. There are dedicated DU spaces in both the PsyCaD offices and libraries on all the campuses, where students can access these assistive devices. Some devices are provided to students on a loan basis. The 12 manual and four electric wheelchairs are also provided on a loan basis.

Advocacy and awareness

Although a significant portion of time is spent on operational functions and support for students, the DU is quite active regarding advocacy and creating awareness of disabilities. To this end, the DU created a disability etiquette poster providing information on assisting people with disabilities. In addition, several tip sheets were created for specific disabilities to inform lecturers on how best to support students in their classes. These initiatives have continued, and the DU team organised a series of online talks and events and a symposium.

In 2019, the DU launched a DU Ambassador programme inviting students and staff to become disability ambassadors. These ambassadors received pink berets to create visible awareness of people with disabilities. These ambassadors not only champion disability rights but also initiate and run disability rights. The ambassadors have been quite active on social media, such as Facebook, TikTok, and WhatsApp, running online awareness campaigns.

The DU also compiles a newsletter. In the past, copies of these were printed and distributed widely in UJ, but in 2022, six mini ones instead of one were produced in an electronic and hard copy format with a QR code. To get wider input into the letter, the DU has launched a campaign to attract content writers from the broader UJ community.

Contributions by UJ Arts and Culture

The transformative role of the arts extends to personal, societal, and cultural dimensions. Its transformative power lies in its ability to help people connect with themselves and others, address social issues, and shape cultural narratives.

The arts can profoundly impact individuals, facilitating the development of emotional intelligence, self-awareness, and empathy. Through painting, music, literature, or performance, the arts can help individuals cultivate a better understanding of themselves and the world they find themselves in. The arts can also play a role in society by addressing social justice and inequality issues, promoting diversity and inclusion, and fostering community engagement. The arts can also shape cultural narratives and create a sense of shared cultural norms. In this way, the arts can help to advance cultural diversity and acceptance of different cultures.

Of the 1 484 students who have registered and auditioned for the UJ Arts Academy and UJ Choir in 2022, 749 participated in activities and programmes. Of this number, 291 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria. This figure is a decrease of 8,7% from 2021. This decrease can be attributed to the shift from mostly online offerings in the year before due to the COVID-19 pandemic, to face-to-face activities in 2022.

The Unit's extracurricular programme, offered to students from across the institution at no cost, included UJ Choir, drama, dance, photography, and poetry classes and workshops, poetry slam competitions and excursions, and a dance production, titled 'The Marathon', developed by internationally renowned professional dance company, Broken Borders. Arts Academy activities culminated in a weeklong year-end showcase attended by family, friends, and the public. Additionally, an extensive arts appreciation programme was offered, comprising film screenings, a comedy show, theatre productions and music concerts, exhibition openings, and several workshops and panel discussions.



Of the 233 students who had auditioned for UJ Choir, 63 were selected after a rigorous process conducted over three development camps during the first quarter of 2022. In addition to more than ten performances at graduation ceremonies, UJ Choir presented 14 concerts attended by more than 5 000 audience members. Highlights of the year include performing at the inauguration of UJ's new Chancellor, Prof Marwala's farewell, the Kaleidoscope with North-West University and the University of Pretoria, as well as a concert with Missouri State University Chorale.

A total of 25 students embarked on a yearlong dance programme run by multiple award-winning professional choreographers, Fana Tshabalala and Thulani Chauke from Broken Borders. This culminated in a full-scale production, titled 'The Marathon', which was performed, and sold out, at the 2022 Arts Academy Showcase at the end of the year.

The Arts Academy Photography Club afforded 22 students an opportunity to experiment with and develop photography skills through a masterclass presented by multimedia specialist from the digital arts and advertising industry, Zuko Ntshidi. Students were challenged to create content through ongoing practical assignments linked to the UJ Transformation Unit's gender-based violence and the Division of Arts and Culture's Youth Month campaigns. Selected photographs were exhibited virtually as part of the annual Arts Academy Showcase.

One of Arts and Culture's most popular Arts Academy offerings is its poetry programme, which attracted the involvement of 75 students, and which was presented by well-known industry wordsmith and editor, Richard 'Quaz' Roodt. The programme took on the form of weekly classes, workshops, monthly slams, six performances, and an excursion to the Poetry Africa Festival in Durban.

Weekly drama classes were attended by 56 students and were offered by Arts and Culture's resident director, Jade Bowers, and professional drama educator, Jacquelyn Titus-Neil. The drama programme was also augmented by several workshops presented by external professionals, Hamish Neill and Jessica Oliphant, as well as performances as part of the end-of-year Arts Academy Showcase.

A series recorded by UJ Arts Academy students under direction of professional director, Nompumelelo Mtshali, with mentorship by Dr Jerry Mofokeng, included an educational segment presented by Drama and English teacher, Ashalin Singh. The project features isiZulu and English adaptations of 'R&J Unplugged', Robin Malan's adaptation of Shakespeare's *Romeo and Juliet* and was released in 2022 on Arts and Culture's website as well as on Spotify, Apple Music, and Stitcher. The play was translated and edited by playwright Nkululeko Ndhlovu in partnership with Nomusa Sibiya at UJ's Multilingual Language Services Office.

The highlight of the UJ Arts Academy is no doubt its annual showcase, giving students an opportunity to share with family, friends, and the University community what they have been working on during the year. The 2022 iteration included two poetry productions, titled 'These Hands 1 & 2', a series of monologues performed by drama students, titled 'Growing Voices', a dance production 'The Marathon', and a virtual photography exhibition.

The Arts appreciation programme offered a group of more than 400 students free opportunities to experience and learn more about the arts. The programme included three film screenings, one comedy show, four exhibitions, three music concerts, one theatre production, two poetry shows, and several arts and culture workshops and panel discussions. Arts and Culture also partnered with the international World of Music, Arts and Dance (WOMAD) Festival. The aim of WOMAD is to celebrate the world's many forms of music, arts, and dance. In October 2022, Arts and Culture and WOMAD Festival presented interactive workshops for Arts Academy students with First Nations indigenous international artists, including ShoShona Kish and Raven Kanatkatka (Canada), Esinam (Belgium/Ghana) and Tiki Taane (New Zealand).

Supporting teaching and learning through the practice of the arts

The objective of the FADA Interdisciplinary Theatre Programme is to offer opportunities for creative collaboration across disciplines with the view of acquiring new skills and knowledge, which include cross-discipline development, creative and critical thinking and problem-solving skills and learning about collaborative environments and processes. The programme sees second-year students from the Faculty of



Art, Design and Architecture get together in interdisciplinary groups to work on different design elements of a production produced by the Arts and Culture Unit. The Theatre 101 Lecture Series includes the development of mood boards, marketing collateral, and building props and a model of the set designed by groups. In 2022, the project was implemented for the first time since the advent of the COVID-19 pandemic. The case study was the Unit's production of the original South African musical, 'Hlakanyana', performed at the UJ Arts Centre in May.

During the year under review, Arts and Culture secured funding from the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA) for four yearlong internships, which commenced in October 2022. The programme includes one internship each for copywriting, digital art, gallery assistant, and event management.

Through the MTN SA Foundation collaboration on the New Contemporaries Awards Programme, four curatorial practice mentorships were offered to students from the Faculty of Art, Design and Architecture.

THEME SEVEN: **FINANCIAL SUSTAINABILITY**

Financial sustainability must obviously underpin any attempts at institutional transformation. A full report on Financial Sustainability at UJ is found in Section Sixteen of this Annual Report.



Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal



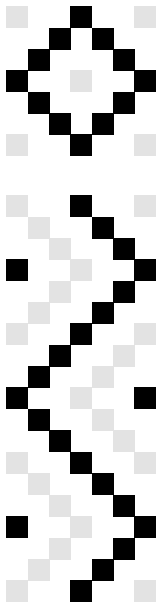
Xoliswa Kakana (Ms)
Chairperson of Council





Section SIX





Statement on Environmental Sustainability

OVERVIEW

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

Strategic Objective Six

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

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

This report highlights some of the specific focus areas, as well as improvements achieved during 2022.

ENERGY MANAGEMENT

Carbon footprint

UJ’s carbon footprint analysis was based on its actual 2022 energy consumption. The total carbon footprint for 2022, based on energy consumption from various sources, is approximately 44 986 tons of CO₂ compared to the 38 196 tons reported during 2021 (refer to Tables 21 and 22, respectively). This indicates an increase of approximately 17,76%. This can be attributed almost entirely to the impact of a return to normality after the extended two years of reduced campus attendance during the COVID-19 lockdown levels that were applied at various times during 2020-2021. In a sense this is a return to the more normal carbon footprint figures of 2019 (54 642 tons) and, from that perspective, UJ is still showing a substantial reduction in carbon generation (a reduction from 2019 to 2022 of 25,28%).

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 13,43% since 2013 and a further 2,52% in 2022.
- The Auckland Park Kingsway Campus continued to contribute significantly to the overall carbon footprint with a net 24 731 tons of CO₂ compared to the overall University footprint of 44 986 tons.
- The methodology of measuring the carbon footprint is based on absolute consumption on main campus areas, and now also includes UJ-owned properties such as off-campus residences, but still excludes JBS Park and UJ on Empire, as these facilities are still being upgraded in terms of measurement equipment.
- While the reported solar photovoltaic power generation has led to a measurable decrease in the carbon generated by UJ – the decrease is approximately 5,53% – a reduction in the savings from the 6,501% saved in 2021 – this must be seen against the overall increase in electricity consumption experienced in 2022.



Table 21: Carbon footprint based on 2022 actual consumption

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

This highlights an increase of 17,76% as compared to the usage in 2021.

The 2022 carbon footprint breakdown is as per Figures 1 and 2.

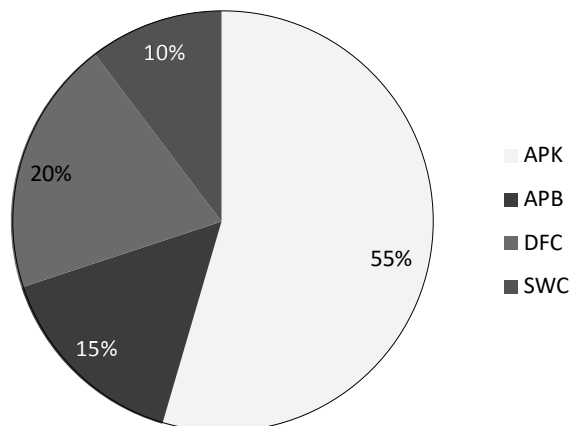


Figure 1: Tons of CO₂ production per campus

Table 22: Carbon footprint based on 2021 actual consumption (revised)

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	TOTAL tons of CO ₂
Electricity (kWh)	20 593 152	4 984 176	6 487 456	4 074 804	36 139 587	36 140
Natural gas (GJ)	1 005 967	255 567	234 048	0	1 495 582	1 496
Catbot	0	0	0	0	0	0
Petrol (fleet)	159 627	40 060	66 651	41 286	307 624	308
Diesel (fleet)	90 423	11 919	36 205	52 383	190 930	191
Diesel generators	35 217	10 670	6 091	5 905	57 882	58
Intercampus bus and staff flights	980 083	203 413	443 811	221 906	1 849 213	1 849
Paper used by UJ / KMSA sites	276 617	53 895	118 540	55 922	504 974	505
TOTAL kg of CO₂	23 141 086	5 559 700	7 392 802	4 452 206	40 545 794	40 546
TOTAL tons of CO₂	23 141	5 560	7 393	4 452	40 546	Reduction of electrical power
Solar PV generation (tons CO ₂)	1 028	501	411	410	2 349	6,5%
					Total tons of CO₂	38 196

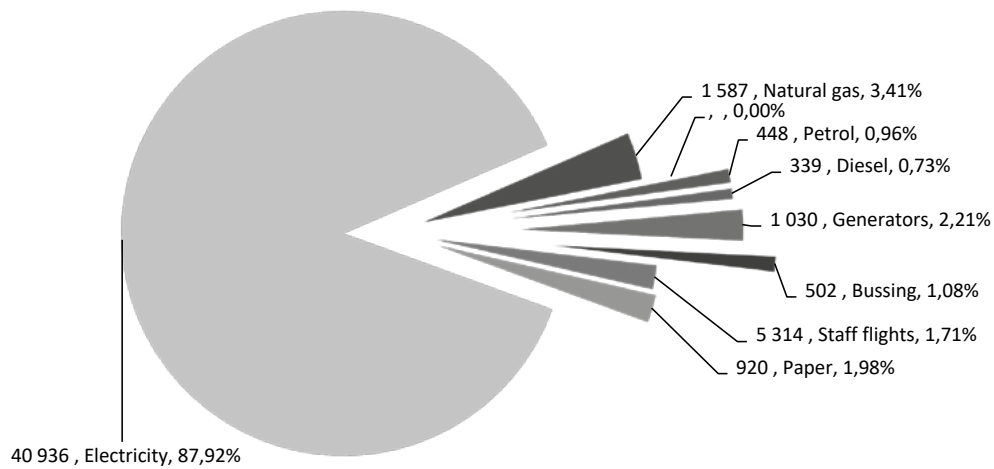


Figure 2: January to December 2022 YTD tons of CO₂ per emission source



Electricity

For January to December 2022, the University of Johannesburg achieved an electrical energy savings of 29,42%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes or fluctuations in student or staff numbers. This saving was achieved notwithstanding the 13,37% increase in consumption from the 2021 figure.

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

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

Continuing with these types of initiatives, including the introduction of further photovoltaic (PV) systems, together with awareness campaigns, will further improve on savings. Since 2018, savings have been lowest on APK overall, due to increased HVAC and the growth in specialist research equipment on the campus. In 2023, a new main chiller installation on the APK Campus with substantially better energy efficiency and no water use will change the energy and water figures there substantially. Table 22 identifies the 2022 energy savings expressed as a percentage. Savings compared to the last normal year (2019) and the reporting year (2022) show how dramatic the impact of the low attendance numbers was on the campuses in terms of energy consumption. As more staff and students return full time to the campus we can expect growing consumption requirements but will hopefully offset this with increasing use of solar PV and other renewables.

Natural gas

Sasol natural gas (Egoli gas) now contributes 3,53% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and in small quantities at the laboratories for experiments. The saving achieved on gas reduction for 2022 compared to 2015 is 53,8% (again reiterating that the baseline is the 2015 figure for gas consumption). Note that the annual savings – even in the reduced COVID-19 lockdowns in 2020 – have increased further.

Egoli natural gas has a lower CO₂ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy. Egoli natural gas will in future be used at a number of residences for heating water and cooking. Since a great deal of gas is used for heating on the APB Campus, there is a plan to trial a 500kW combined heat and power (CHP) generation facility to simultaneously reduce dependence on Eskom power and to reduce the campus carbon footprint further. The continuing diversification of energy sources, from 2019 onwards, will result in a small but measurable continual reduction in the carbon footprint, especially at the residences.

Petrol, diesel and travel related usage

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 86 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 4,04%. It must be noted that increasing occurrence of Eskom load shedding has already produced a substantial increase in diesel usage, and this may result in further substantial CO₂ generation in future, since liquid fuels have a higher CO₂ generation per GJ of energy consumed. There was a small increase in local travel during 2022. But the diesel used for backup generators as well as diesel for maintenance vehicles used as standby vehicles increased from 2021 by 58,22%, directly as a result of the increase in load shedding leading to an increase of more than 500% in 2022.

Since 2019, UJ has also started reporting energy consumption and CO₂ generation resulting from the extensive student bus service operated between campuses, as well as the effective CO₂ generation due to staff related national and international flights. In 2022, the further increase in staff flights as well as a full return to the normal student bussing situation resulted in a more than doubling of carbon generation. For 2022, this carbon generation source was now 6,17% of the total UJ generation.

**Table 23: Electrical energy savings (2022) based on 2019 consumption
(includes own generation)**

MONTH	APK	APB	DFC	SWC	TOTAL
Jan 22	-36%	-38,48%	-21,58%	-22,78%	-32,6%
Feb 22	-27,34%	-32,18%	-19,58%	-12,33%	-25,41%
Mar 22	-13,39%	-16,26%	-4,95%	-11,48%	-12,14%
Apr 22	-24,91%	-25,91%	-14,91%	-75,13%	-28,13%
May 22	-13,81%	-15,45%	-8,98%	-37,58%	-15,64%
Jun 22	0,63%	-2,96%	-0,98%	4,54%	0,1%
Jul 22	-21,03%	-20,36%	-17,01%	-2,37%	-18,22%
Aug 22	-8,86%	-21,23%	-4,21%	-9,67%	-9,98%
Sep 22	-18,88%	-28,72%	-33,35%	-6,69%	-22,25%
Oct 22	-21,8%	-30,92%	-36,62%	-12,43%	-25,31%
Nov 22	-29,05%	-22,31%	-32,97%	-25,49%	-28,48%
Dec 22	-18,84%	-22,31%	-37,6%	-27,7%	-23,66%
TOTALS	-19,35%	-22,67%	-18,59%	-20,22%	-19,81%

**Table 24: Electrical energy savings (2022) based on 2021 consumption
(includes own generation)**

MONTH	APK	APB	DFC	SWC	TOTAL
Jan 22	-1,19%	-2,75%	22,43%	12,41%	4,08%
Feb 22	11,87%	18,15%	32,64%	22,55%	17,44%
Mar 22	16,24%	44,3%	38,4%	14,34%	23,54%
Apr 22	14,25%	60,54%	47,68%	-65,58%	16,49%
May 22	11,52%	57,77%	45,1%	-20,81%	19,27%
Jun 22	14,89%	51,98%	39,95%	6,45%	23,21%
Jul 22	6,5%	40,06%	39,1%	17,42%	18,27%
Aug 22	5,99%	0,02%	38,66%	0,57%	10,21%
Sep 22	7,79%	2,11%	0,43%	9,67%	5,76%
Oct 22	6,39%	0,53%	3,35%	-0,55%	4,18%
Nov 22	12,74%	18,32%	6,5%	0,55%	11,01%
Dec 22	6,51%	8,26%	-22,78%	-5,45%	-0,18%
TOTALS	9,67%	24,15%	25,55%	-1,39%	13,37%

Catbot fuel

Catbot fuel is used for the purposes of generating hot water during the five winter months for the central air conditioning plant on APK. Catbot fuel is used to run two hot water generators for the generation of hot water, which is distributed and circulated through the air conditioning system on APK. At present, the catbot fuelled boilers are being repaired and no catbot fuel was used in 2022 at all.



WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. A water savings was achieved for 2022, and compared to 2015, there has been an overall decrease of 46,58% against the very high value of 2021. The APK water consumption in 2022 showed a 54,78% decrease from the 2020 data, a direct result of fixing of a major pipe leak on campus in 2022. As far as possible, borehole water is now being used on all campuses, and the four new boreholes for supply subvention from 2022 are now in operation.

A number of initiatives implemented in 2022 contributed to some water savings. The key focus areas in the reduction of water consumption for 2022 were as follows:

- Achieving 95% installation of water restricting showerheads in residences and installing 100% of new residences with low flow showerheads.
- Reducing water usage due to reduced supply by the CoJ as a direct result of the Eskom load shedding processes.

The key focus areas in the reduction of water consumption for 2023 are as follows:

- As far as possible replacing existing taps with push-taps at kitchen hand basins and bathrooms, and further trialling push-taps in shower cubicles to reduce water loss due to inadvertent open tap losses after water supply cuts.
- Additional drilling for water on other UJ properties.
- Conducting further awareness campaigns on campuses and in residences to achieve water savings.
- Continuing with the ongoing installation of water restricting showerheads and extending the retro-fitting of push-taps in residences and ablution facilities as funds and technological factors permit.
- Considering the use of waterless urinals to reduce water consumption and investigating a waste concentration system on the APK Campus to reduce sewage costs and allow for substantial water recovery for irrigation purposes.
- Installing the first functioning grey water trial on the APB Campus for two large residences – this is expected to save more than 4 million liters of water per annum.

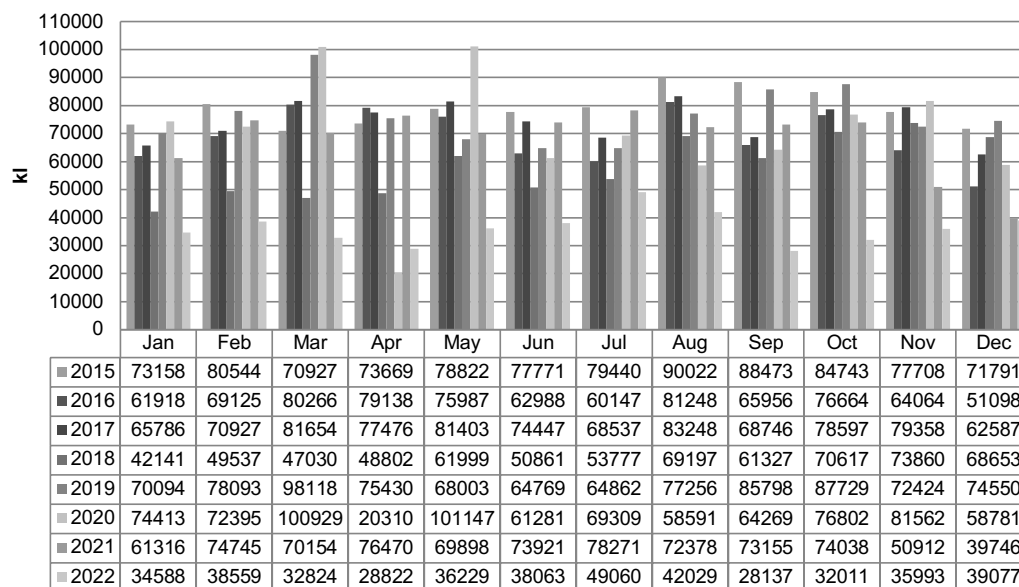


Figure 3: UJ total water consumption comparison from 2015 to 2022

WASTE MANAGEMENT

An analysis of the different types of waste generated in the reporting year is depicted below, while Table xx provides an overview of total waste generation compared to recycled waste. Interestingly, Table xx makes it clear that, in 2022, UJ recycled a substantially larger quantum of waste, which is admirable, but it must be



noted that although the absolute amount of waste generated increased after the very reduced values in 2020 and 2021, it has not yet reached the pre-pandemic levels of 2019. As the total waste generated returns to pre-pandemic levels, the percentage of recycled waste is reducing to be in line with the pre-pandemic levels as well. In terms of a comparison with the 2019 recycling, we are still improving from 33,65% to the 2022 level of 40,25%.

Table 25: Different types of waste recycled from January 2011 to December 2022

YEAR	COM PAPER	WHITE PAPER	PLASTIC	CANS	E WASTE F TUBES	CARDBOAR BOXES	GLASS	SCRAP METAL	WET WASTE	GARDEN REFUSE	TOTAL	%
2011	22.452T	26.934T	26.689T	13.742T	0.14T	37.427T	28.74T	29.803T	0	0	188.71T	3,9
2012	42.385T	41.505T	18.797T	9.45T	1.7T	56.417T	30.38T	11.108T	7.671T	0	288.27T	8,1
2013	39.46T	40.142T	18.028T	10.005T	1.21T	37.805T	18.793T	7.364T	14.2T	136.5T	416.63T	17,64
2014	40.088T	36.855T	19.615T	9.964T	1.44T	48.274T	13.93T	6.768T	36.22T	325.5T	538.7T	34,75
2015	31.579T	51.725T	20.335T	7.117T	0.17T	63.932T	31.521T	4.071T	15.16T	329.14T	506.51T	28,55
2016	53.681T	21.877T	34.056T	6.347T	0.11T	52.574T	16.218T	17.048T	18.68T	293T	513.6T	28,89
2017	40.667T	17.526T	42.149T	8.189T	6.08T	59.824T	27.062T	0.552T	4.61T	250.98T	456.66T	19,56
2018	37.016T	45.997T	44.592T	5.5515T	1.91T	40.346T	5.102T	1.34T	8.82T	263.14T	521.48T	22,54
2019	32.614T	43.121T	25.062T	5.908T	3.385T	41.16T	47.057T	4.051T	15.23T	407T	625.33T	33,65
2020	21.63T	17.98T	12.68T	2.58T	2.72T	31.58T	19.77T	10.26T	30.66T	524T	673.86T	47,81
2021	13.952T	17.34T	6.31T	1.408T	3.112T	23.877T	22.317T	14.194T	12.506T	780T	895.016T	51,16
2022	32.158T	16.746T	13.811T	2.728T	2.862T	29.423T	19.771T	5.03T	2.629T	719.2T	844.33T	40,25

Table 26: Waste generated versus waste recycled – 2011 to 2022

YEAR	GENERATED	RECYCLED	PERCENTAGE RECYCLED
2011	4 838.48T	188.71T	3,9%
2012	3 559.19T	288.27T	8,1%
2013	2 361.88T	416.64T	17,64%
2014	1 551.27T	539.71T	34,79%
2015	1 773.81T	506.52T	28,56%
2016	1 818.89T	513.6T	28,24%
2017	2 333.52T	456.66T	19,57%
2018	2 312.87T	521.48T	22,55%
2019	1 858.48T	625.33T	33,65%
2020	1 409.3T	673.86T	47,82%
2021	1 749.37T	895.02T	51,16%
2022	2 097.93T	844.33T	40,25%



CONCLUSION AND WAY FORWARD

As mentioned at the outset of this report, the development of the UJ Strategic Plan 2025, anchored in the single strategic goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

The expanding nature of the campuses, increasing student numbers as well as cost containment pressures will create a challenging environment for the institution to meet its sustainability goals. However, a good foundation has been established to measure and manage our sustainability goals into the future.

During 2023, the first UJ Sustainability Report using the methodology for environmental reporting (specifically the G4 sustainability reporting Guidelines of the Global Reporting Initiative) will be published, and this will allow a more complete review of environmental impacts of areas sometimes invisible to sustainability reporting (such as excessive paper usage). An initiative will be implemented to report via an effective tenant model for energy and resource usage, and unit-based reporting will become the standard reporting tool in the medium term. This will normalise results for the changing demographics of UJ in terms of the growing residential student population and the increased tenancy of the energy intensive STEM faculties.

The focus areas for 2023 will be to expedite further sustainability projects, such as the fourth wave of solar photovoltaic installations on JBS Park, UJ on Empire and smaller installations on DFC and SWC Campuses, as well as the replacement of geysers with more efficient reverse heat pump solutions in the larger residences. An electric bus initiative started in 2022 will be fully operational and this will affect some of the performance figures positively. Specific additional areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with emphasis on renewables, including solar and natural gas, and further technology advancements within sustainability in terms of the new building programmes.



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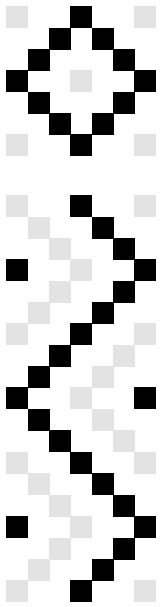
Xoliswa Kakana (Ms)
Chairperson of Council







Section SEVEN



Occupational Health and Occupational Safety

PURPOSE AND STRUCTURE OF THIS REPORT

The purpose of this integrated Occupational Health and Occupational Safety report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2022. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

OVERVIEW: FUNDAMENTALS AND FOUNDATIONS

The UJ Health and Safety Model

A unique health and safety model has been created at UJ, according to which the disciplines of Occupational Health and Occupational Safety are independently managed. Justification for this decision was derived from the clear distinction between the two. The Occupational Health role consists of professional, clinical nursing and medical practice aimed at the prevention of health effects on the *employee* due to occupational exposure. In comparison, Occupational Safety ensures a safe physical *environment* for persons (staff, students and visitors) in connection with the exposure to hazards and risks associated with their daily activities.

Structures at UJ responsible for occupational health and safety

At UJ, the Head: Occupational Health Practice reports to the Registrar. The Head: Occupational Safety Department reports to the Executive Director: Facilities Management.

Nature and scope of collaboration between OSD and OHP

The independent management of the two units at UJ allows for specialised assessment and analysis of risk. The further potential value lies in risk mitigation or elimination from both perspectives. However, collaboration between the two units in addressing joint themes is entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

The South African Nursing Council governs nursing qualifications, registrations and scopes of practice of professional nurses. Relevant Codes of Good Practice and national standards are followed. The Health Professions Council of South Africa and the South African Society for Occupational Medicine govern the practice of the occupational physician. Membership of professional bodies is closely observed to ensure professional accountability, competence, and ethics.

Ethical framework

The international ethical framework includes the Code of Ethics for Occupational Health Services of the International Commission on Occupational Health. The pertinent conventions, ratifications and



recommendations of the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide practice.

Legal framework

The legal universe governing the OHP includes legislation and standards on occupational health and safety, medicine/nursing, injuries on duty, public health, food safety, emergency medical services, mental health, disability/incapacity management, absenteeism, hazardous substances, event medical risk, disaster management, radiation, worker health, and tobacco control.

COVID-19 pandemic

The OHP is managing and updating reports submitted to the National Institute for Occupational Health (NIOH). NIOH requires a register detailing those in the UJ community who tested positive, vulnerable employees, recoveries and those screened.

Occupational Safety Department

Ethical framework

Ethical requirements are to provide and maintain, as far as reasonably practicable, a workplace that is safe and without risk to the health and safety of employees, visitors and students on the premises of the University of Johannesburg – no harm should befall any person entering our premises.

Legal framework

The legal universe governing occupational safety includes legislation and standards and regulations on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning and evacuation control, fire prevention and control, electrical and mechanical safeguarding, contractor safety, asbestos and radiation control, and legal training.

Occupational safety risks requiring certification

Certification is required for the disposal of hazardous waste, fire reticulation, gas installations, fuel and hazardous chemical storage facilities, fume hoods, lifts, lifting tackle, pressure equipment and electrical installations.

UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal mandates and audit findings are managed by the OHP and the OSD as in Figure 4. Risk assessment, disaster risk and event risk appear in both fields, because they are evaluated for risk by both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.

AUDIT TYPES AND CYCLES

Occupational Health Practice

Occupational health risk is identified either through the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments by the UJ OHP team, or through emerging risk. Health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. Relevant quantitative surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise and extraction ventilation are included as indicated per environmental exposure potential.

Audit reports provide substantiated risk rankings, advisories on training, signage, personal protective equipment and suggested medical surveillance for vulnerable (exposed) groups. Such reports are shared with stakeholders in Facilities Management, Occupational Safety and with the relevant HOD for implementing. The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Facilities Management and the Occupational Safety Department. The Safety Management Programme consists of safety policy, legal appointments, safety





Figure 4: UJ Health and Safety programmes

meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, contractor safety, radiation and asbestos management. The Safety Management Programme is updated when risk is reported, or when risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure and flow tests audit is conducted annually. Ad hoc audits are conducted as risks are identified.

Key risks addressed at the Occupational Safety Department 2022

- Cracks at clinic ramp – ramp demolished.
- Installation of fire equipment at FEBE workshops.
- Fire alarm deviations repaired at fourth residence on SWC.



- Emergency doors repaired and replaced at Great Hall venues on Bunting Road Campus.
- Damaged and vandalised emergency doors at John Orr Building repaired.
- Fume hoods at D Lab repaired.
- Fume hood at Metallurgy Lab and Zoology Room 220, D3 Lab serviced and working.
- Emergency doors at Bram Fischer repaired.
- Faulty fire panel replaced at Moshate Heights.
- Flow meter replaced at the pump room of QK Building.
- Gas lines at Art Centre replaced.
- Additional alarms installed on the escape doors at Kilimanjaro.
- Emergency doors repaired at FADA.
- Fire alarm updated in the Con Cowan Building.
- Major hydrant leak repaired at Kopano residence.
- Fire panel at the Protection Services main control room repaired.
- New smoke detectors installed at Con Cowan Building.
- Fire control panel replaced at B5 Building.
- Faulty VESDA detectors replaced.
- Sprinkler heads replaced at FADA Library.
- Civil Engineering emergency doors repaired.
- Bird netting installed at C Lab.
- QK Building emergency doors repaired.
- Emergency release system installed on the emergency door at Extraction Metallurgy.
- Pumps, flow switches, and control panel replaced in the QK pump room.
- Evacuation alarm replaced at Duiker Court.
- Log book holders installed at all residences.
- Ulwazi fire doors replaced.
- Alarms installed on the escape doors of the SWC Library.
- Sprinkler heads replaced at APB Library.
- Jockey pump replaced at the APK pump room.
- Fire blankets installed at all residence kitchens.
- Fire alarm upgraded at APK Student Centre.

Table 27: Occupational safety risk stratification and controls

OCCUPATIONAL SAFETY	
LOW RISKS	CONTROL PROCEDURES
1. Fire alarm system at the John Orr Building, reports not in line with numbering of call points.	Process 90% complete.
2. COC for gas storeroom.	Awaiting final feedback from the fire chief.
3. Panic buttons do not work at B5 and KO5.	Stock ordered.
MEDIUM RISKS	CONTROL PROCEDURES
1. Upgrade the fire alarm system at D1 Lab.	New board ordered.
2. APK Library lower doors fire alarm not working.	Door-holding magnets ordered.
HIGH RISKS	CONTROL PROCEDURES
1. Installation of addressable fire alarms at all residences. Of the 29 residences, only six residences have fire alarms installed.	Installation of fire alarms at 16 student residences PO number 436286 – R9 984 466. Installation behind schedule. Additional team appointed.
2. APK Mechanical Engineering Door 1-6 emergency doors not compliant.	Doors replaced. Need to connect fire alarm system to doors.



Key risks addressed at the Occupational Health Practice in 2022

Health risk assessment (HRA)

The purpose of HRA is to identify risks in the work environment and mitigate them to ensure the optimal health of the UJ community. The target for 2022 was 227 risks on the four campuses, including outsourced surveys, food safety and UJ outliers (UJ sites that are not inside the campuses).

Hygiene surveys conducted in 2022

- Water quality survey – Occupational Health Practice sourced a registered approved contractor to collect representative water samples from UJ bottled water, boreholes and municipal water supply points, for a detailed set of analyses, including Legionella, as prescribed by the South African National Standard SANS 241-1:2015.
- The purpose of this sampling and analysis was to determine if the potable water at all the campuses was of suitable quality for human and other uses.
- Reports were received and distributed to Facilities Management and Occupational Safety for intervention where challenges were identified for risk mitigation.

Occupational hygiene survey at the Faculty of Health Sciences DFC

- The purpose was to establish compliance with the requirements of the regulations of the OHS Act (85 of 1993), which relate to lighting, ventilation, laboratory fume cupboards and hazardous chemical agents, and to make recommendations where any non-conformances were identified. Reports were received and distributed to the Faculty, Facilities Management and Occupational Safety to implement recommendations.

Food safety monitoring

- The housekeeping, maintenance and microbiological food audits are done by a contracted food audit company once per quarter within the UJ Student Centre food outlets. The set standard for UJ food safety is 90% on the above components audited and a minimum international criterion of 85%.
- Food safety audits were completed in March, June, September, and November 2022.
- The overall annual food safety score is 89%, which is above the minimum international criterion of 85%. The microbial overall score is 97% and the housekeeping and maintenance score is 81%. The latter is low due to the non-compliance of some outlets and the aging in some outlets.
- Corrective measures were communicated to the food owners regarding housekeeping and maintenance, and Facilities Management is attending to the required renovations.

Health risk assessments conducted by OHP team

- The UJ qualitative occupational health risk profile was updated to reflect the 2022 status, based on all health risk assessments conducted on all campuses.
- In total, 94 areas were assessed, risks were identified and allocated ratings of high, moderate, or low risk. The campus presenting the most risks overall was DFC at 35, followed by APB at 21, APK at 18, SWC at 11 and the outliers at 9.
 - **11 HIGH risk areas**
HIGH risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and occupational-related ill health. The campus with the highest number of high risks was APK with three areas, the other campuses and the outliers each had two areas of high risk.
 - **33 MODERATE risk areas**
Moderate risks consisted of incorrect use of PPE, lack of warning signage, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was DFC with 12 and with low risks in 21 areas.

Medical surveillance

- The OHP is required to monitor employees who are exposed to risk due to their occupation, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA).
- The target for these assessments is based on the number of employees within the University and the matrix as developed by the occupational medical practitioner.



- For UJ to comply with the Occupational Health and Safety Act, a total of 744 medical examinations were due in 2022. However, in terms of available personnel, the achievable number of examinations on the four campuses was 580. Compliance was ensured by outsourcing some of the examinations. In total, 763 medical examinations were achieved.

Radiation

- The radiation exposure is measured using a dosimeter, which is monitored by the Radiation Protection Service at the South African Bureau of Standards (SABS), to evaluate over-exposure of staff and students in the radiation laboratories.
- The evaluations of dosimeters are done monthly, and are all within normal ranges.
- 27 staff members were included in the biannual medical surveillance. Their results are in the acceptable range.

Event medical risk assessment and resourcing

- The OHP managed 199 events on all four campuses (compared to the 16 events managed in 2021). These include events with ER24 onsite and events requiring ER24 notification. Events included the 2022 registration period, graduation ceremonies on SWC and APK, and COVID-19 onsite vaccination campaigns.
- Minor incidents were reported, related to student protests during registrations and graduations. These were subsequently managed appropriately with support from ER24 and Protection Services.

OHP response to UJ COVID-19 mandatory vaccine policy and implementation

- COVID-19 vaccination campaigns were initiated in collaboration with the Centre for Student Health and Wellness and Clicks pharmacy in March.
- A total of 2 130 vaccinations were administered at UJ to the UJ community.
- A further booster doses campaign was initiated on 20 September on APK and on 22 October on DFC, in collaboration with the Anova Health Institution.
- A total of 22 UJ community members benefited from the initiative.

COVID-19 interventions

- Nationally, the management of COVID-19 regulations was updated, whereby contact tracing was no longer required and the quarantine register was no longer updated. OHP followed up on positive cases with symptoms throughout the year. By 22 June 2022, the wearing of masks and other COVID-19 regulations had been repealed nationally.
- The University Management relaxed the implementation protocols of the UJ Mandatory Vaccination Policy on 24 June 2022. By the said date:
 - 97,77% of UJ community had been vaccinated.
 - 106 positive cases had been reported for 2022, of which 76 had been staff members and 30 students.
- From 2020 to 2022, we recorded 943 positive cases, of which 675 were employees and 268 were students.
- During the pandemic, 18 employees and one student succumbed to COVID-19.

OHP campaigns

Influenza vaccination campaign

The campaign started in mid-April. The OHP worked in collaboration with local pharmacies that facilitated the billing process via the employee medical aid scheme. A total of 188 employees utilised the service. A decline was noted compared to 2021, where 254 vaccines were administered. The decline was attributed to onsite COVID-19 vaccination as employees were reluctant to have both vaccinations.

June: National Men's Month health awareness and Movember campaign

- A fairly new campaign initiative at UJ was carried out by OHP to encourage UJ men to take care of their bodies and health by healthy eating, exercise and disease prevention with more focus on the prostate cancer screening assay (PSA).
- A total of 183 males benefited from the campaign. Three employees with abnormal results were referred for treatment and others were booked for follow-up sessions.



- In the Movember Campaign, a total of 209 PSA testings were conducted, and one employee was referred for further management.

Medical response to emergencies or disaster

- The ER24 Emergency Medical Care is contracted by UJ to respond to emergencies or disasters.
- The UJ community has been orientated and awareness interventions have been completed, resulting in a stable and effective system of work.
- The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students.
- Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

Travel medicine

- Travel health risk assessments were conducted for 103 employees undertaking official international and national trips.

Contact sessions

- A total of 4 227 client contact sessions with OHP were devoted to occupational health interventions and other consultations.
- Occupational health interventions embedded in contact sessions are: 763 baseline and periodic medical assessments; 741 vision screenings; 315 lung function tests; 301 audiometric tests; 394 blood tests; and 103 travel medicine visits.

Digital transformation

Digital transformation and the impacts of 4IR on future healthcare are followed on various platforms.

RISK REPORTING

The OHP places identified risks on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risks. A decision is made whether to escalate risks to the Registrar's Portfolio Risk Register and/or the UJ Institutional Risk Register. All risks are ranked and included in quarterly reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from health and safety representatives, surveys, audits, and safety meetings. Action plans are put in place for all identified risks. All high risks are recorded on the monthly safety meeting report and Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department

Fitness for global excellence and stature

- Staff trained on health and safety matters: 581 (145,25%) against target of 400.
- Achieved 85,55% overall occupational safety compliance rate.
- Staff members inducted on emergency procedures: 1 074 (107,4%) against target of 1 000.
- In total, 9 health and safety reps, 35 fire marshals, and 87 first aiders were appointed.
- 174 new staff members were inducted on emergency procedures.
- 18 fire-related incidents reported from January 2022.
- Total injuries reported 30.
- 64 evacuation drills conducted in 2022.
- 1 evacuation alarm installed, 6 fire alarms installed.
- 694 off-campus student accommodations evaluated/reevaluated.
- 12 health and safety reps meetings conducted.
- Safety practitioners conducted 44 safety inspections.
- 22 surveys completed.
- 28 risk assessments completed.



- A total of 6 047 students inducted on emergency procedures (including emergency drills and safety at residences).
- 11 contractor site inspections.
- 4 contravention notices issued to contractors for non-conformance with safety.
- Total waste generated 2 097.93T. Total waste recycled 844.33T (40,25%). Total hazardous waste generated 10 277.54 kg. Total hazardous waste recycled 2 009 kg. (19,54%) (fat waste, wet waste (food), cartridges and fluorescent tubes).

2023 targets

- Achieve an overall occupational safety compliance rate of 86%.
- Ensure recycling figures – target 55%.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection Services staff on first aid and firefighting.
- Train 300 staff members annually on safety-related matters.
- Report all injuries on duty within 48 hours to the compensation commissioner.
- Conduct risk assessments at all residences.

2025 targets

- Overall safety compliance rate 88%.
- Recycling figures – target 60%.

Occupational Health Practice

Short- and medium-term initiatives

- Compliance with two legal mandates
 - Health surveillance of UJ staff is undertaken to prevent the impact of occupational stressors on health, such as chemicals, biological agents, physical stress, noise and radiation. We conduct lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/biannual cycles.
 - Occupational Health Risk Assessments and Occupational Hygiene surveys: an annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.
 - Surveillance and preparation for global/local emerging communicable diseases, such as Coronavirus-related disease, Malaria, Influenza, Polio, and Ebola Viral disease.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers in Occupational Health, the MEDICHEM Scientific Committee, Department of Labour, and consistent contact with the International Commission for Occupational Health.
- Innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, as well as operational digitisation, where possible.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research and epidemiological studies.

CONCLUSION

Integrated health and safety reporting was embarked upon for the first time at UJ in 2015. This has resulted in a merged synopsis on Occupational Health and Occupational Safety at UJ for the past seven years. In addition, the record of achievement of close to zero per cent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature units with unique roles and responsibilities. The nature of surveillance and documenting is cyclic or risk based and is comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two units assume legal compliance roles under the Occupational Health and Safety Act, as amended, on behalf of



the Vice-Chancellor. Their value, however, extends beyond compliance to comprehensive surveillance of all environments and processes and health of persons entering the premises to detect risk early and to institute mitigators. This has proven especially effective in the institutional response to the COVID-19 pandemic and will doubtless continue to be of significance as the pandemic develops further.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. In terms of the chosen Occupational Health and Safety Model, UJ is maintaining a position of leadership among peers in higher education.



Kobus de Bruyn (Mr)
Head: Occupational Safety



Miranda Tshabangu (Sr)
Head: Occupational Health Practice



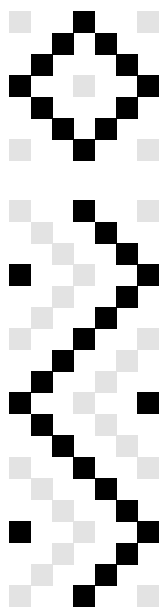
Abraham Snyders (Mr)
Executive Director:
Facilities Management
(Acting)



Bettine Jansen van Vuuren (Prof)
Registrar



Section EIGHT



Academic Teaching and Learning

OVERVIEW AND STRATEGIC FOCUS

The University of Johannesburg's (UJ) strategic directions are encapsulated in its Strategic Plan 2025, the current version of which covers the years 2014–2025. While its six strategic objectives span a wide range of areas of activity, Strategic Objective Two focuses on achieving excellence in teaching and learning. More specifically, this means contributing to the increasing stature of the University through becoming recognised for offering quality higher education programmes to a large and diverse study body. Attention to curriculum renewal ensures that its programmes are relevant in terms of the socioeconomic context of South Africa, and that they prepare graduates adequately for the Fourth Industrial Revolution (4IR). As a comprehensive university, UJ offers academic programmes ranging from undergraduate diplomas that are closely allied to the world of work, to pure and applied research-based doctoral qualifications. UJ's academic programmes are also informed by its growing research production and undergirded by an emphasis on the scholarship of teaching and learning.

In 2022, UJ's teaching and learning activities continued to advance the following aims:

- To provide intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century.
- To achieve pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process.
- To foster outstanding achievements across our diverse student body.
- To maintain a steady overall enrolment capped at approximately 50 000 students, with an increasing proportion of postgraduates, significant proportions of international students and students from Quintile 1 and 2 schools.
- To apply a continuous and intense focus on student success, on reducing dropout and increasing the programme throughput rate.

TEACHING AND LEARNING POLICIES

The Teaching and Learning Policy (2016, revised 2021) of UJ gives effect to the University's strategic objective to foster excellence in teaching and learning. The University's vision and mission as an African university 'dynamically shaping the future' and 'inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge' underpin the commitment to excellence in teaching and learning. The purpose of the Policy is to inform the development and implementation of all teaching and



learning activities and initiatives to enable the achievement of the University's commitment to excellence in teaching and learning.

The Policy's provisions cover decision making on teaching and learning, in general, enhancing institutional capacity to address teaching and learning challenges, curriculum development, the professional development of academics as teachers and interventions to enhance student success and throughput.

A number of other UJ policies and regulatory documents have relevance in this domain:

- Academic Programme Policy
- Academic Regulations
- Admission Policy
- Assessment Policy
- Certification Policy
- Development and Evaluation of Learning Material Policy
- Enrolment Plan
- Faculty Rules and Regulations
- Framework for the Professional development of Academic as Teachers
- Language Policy
- Peer Evaluation Framework
- Policy on Higher Degrees and Postgraduate Studies
- Policy on Work-integrated Learning and Service Learning
- Policy on Recognition of Prior Learning
- Policy on People with Disabilities
- Policy on Work-integrated Education
- Quality Promotion Policy
- Short Learning Policy
- Staff Development Policy
- Teaching and Module Evaluation Policy
- UJ Programme Review Manual
- UJ Online Policy Framework

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The domain is supported by three divisions, headed respectively by the Senior Director: Academic Development and Support, the Senior Director: Division of Teaching Excellence, and the Senior Director: Division of Institutional Planning, Evaluation and Monitoring, all of whom report to the DVC: Academic. The Deputy Vice-Chancellor: Research and Internationalisation (R&I) has oversight over postgraduate studies, internationalisation and the library, which all play major roles in teaching and learning. The DVC: R&I is supported in this domain by the Executive Director: UJ Libraries, the Senior Director: Postgraduate School and the Senior Director: Internationalisation.

The Registrar is responsible for the governance and quality of academic administration relating to the academic life cycle of the student, from application to graduation. In the teaching and learning domain, this entails oversight over registration, the academic programme structure, academic rules and regulations, and the committees that relate to teaching and learning, such as Senate and Senate Committees.

Senate and Senate Committees

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



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

Academic architecture

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

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

The academic programmes are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC).

PERFORMANCE IN THE TEACHING AND LEARNING DOMAIN

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

2022 enrolment monitoring

In 2022, the goals underpinning the enrolment plan were to stabilise undergraduate enrolments, keep distance enrolments around the 2% mark, achieve a total headcount of 50 818, achieve a UG:PG ratio of 78:22, and a CESM distribution of 34,3% for SET and 37,6% for Business and Management.

The University performed very well in terms of enrolment in 2022 at both the undergraduate and postgraduate levels. This may partly be attributed to an earlier start to the academic year than most tertiary institutions in the country, which allowed the University to attract many potential students at an early stage, as well as agile responses to external challenges related to student financial aid.

Overall, the University's headcount of 51 405 was 1,2% above target, which is well within the 2% deviation allowed for by DHET. Undergraduate degree headcount enrolments were 166 (0,6%) above target, while the undergraduate diploma headcount was slightly below target, i.e. by 36 headcounts, or 0,3%.

Postgraduate enrolment at 11 401 was above the target of 10 994, such that the proportion of undergraduate to postgraduate shifted in line with strategic intentions to a better-than-target of 77,8%:22,2%.

The PG below master's headcount was 50 or 1,1% below target, while the master's headcount increased by 7,3% from 4 778 to 5 129 and was 240 (4,9%) above target. There was significant growth year-on-year in the doctoral category of 223, or 13,1%, and this was above target by 12,7%.

In terms of CESM distribution, SET accounted for 34% of the enrolment, Business and Management for 38,6%, Education for 9% and Humanities for 18,4%.

The overall quality of the student intake in 2022 was also higher, given that the number of first-time entering students with an APS ≥ 35 (including Life Orientation) increased from 5 139 to 6 058, to reach 63,3%, and the number qualifying for the UJenius Club also increased significantly. The UJenius Club is a Vice-Chancellor's initiative to acknowledge outstanding academic performance by undergraduate students and to offer members additional opportunities for intellectual and professional development.

Initiatives to support the strategic objectives in teaching and learning

There was significant growth in the number of academic initiatives advancing 4IR, in continuing education programmes and in the number of teaching and learning initiatives using technological innovation. Altogether, there have been 161 such initiatives since 2019. More information on these initiatives is contained in the section on the Division for Teaching Excellence.



Triggering innovation among academics, fostering new practices in teaching, learning, assessment and curriculum, and thinking through new ways of 'being' and 'doing' remained central to the work of divisions supporting teaching excellence in 2022. While the main mode of teaching and learning returned to contact, many lessons learnt from the remote experience of teaching and learning during the pandemic carried through into a blended approach. In 2022, UJ continued with a broad definition of hybrid learning that fused the two components of blended learning: (i) traditional face-to-face teaching, and (ii) student learning through the electronic and online media in a way that ensured that they were complementary.

By the end of 2022, 12 756 students had completed the online Artificial Intelligence in the 4IR module since its inception in 2020, while a cumulative 31 525 had completed the African Insights module. Two new MOOCs were launched – one on an Introduction to the Sustainability Development Goals, and one on financial literacy, entitled Be Money Wise. More information on these programmes and other academic development and support activities is contained in the section on Academic Development and Support.

Student success

According to the relevant indicators, the quality of teaching and learning continued to be excellent, albeit with some indicators slightly down on the previous year. The module success rate for 2021 reported in 2022, at 87,5%, remained high (Figure 6a), but for 2022 at 84,6% it was somewhat lower, although this figure is still subject to change (Figure 6b). Undergraduate throughput at the previous year, at 38,8% of the 2020 cohort completing a three-year undergraduate qualification in minimum time (Figure 10) was somewhat down relative to the 2019 cohort, for whom the completion rate was 44,6%. However, for four-year qualifications, the completion rate continued its steady year-on-year increase and improved from 61% to 61,5%. Undergraduate dropout, i.e. those not returning for their second year, at 11,1% was marginally higher than the 10,3% of the previous year (Figure 11). Undergraduate output at 8 057 against a target of 8 832 continued to be an area of relative concern with a declining trend in recent years. This may yet increase before the June 2023 HEMIS audit.

Focus Area: Outstanding Achievements across our diverse student body								
KPA: Excellent student success rates, retention, graduation output and progression to postgraduate study.								
KPI Number (3)	KPI Description	2018 ⁽¹⁾	2019 ⁽¹⁾	2020 ⁽¹⁾	2021		2022	
					Actual ⁽¹⁾	Target	Actual ⁽²⁾ as on 22 March 2023	Target
KPI 33	UG module success rate (N-1) (%)	85.6%	85.8%	89.2%	87.5%	88.0%	84.6%	87.5%
KPI 34	UG dropout rate in year 2 (N: N-1 cohort) (%)	12.0%	10.8%	10.9%	10.3%	12.0%	11.1%	11.5%
KPI 35	a. Percentage mainstream students completing 3-year UG qualifications in minimum time (N-1: N-3 cohort) (%)	38.3%	40.2%	42.5%	44.6%	42.8%	38.8%	44.6%
KPI 35	b. Percentage mainstream students completing 3-year UG degrees only in minimum time (N-1: N-3 cohort) (%)	41.4%	41.5%	43.4%	44.4%	43.6%	39.1%	44.4%
KPI 36	a. Total graduation rate (N-1) (%)	27.1%	27.9%	26.9%	25.7%	26.4%	22.9%	27.4%
KPI 36	b. Total graduate output (N-1) (#)	13 724	14 099	13 035	12 998	13 371	11 769	12 719
KPI 37	a. UG graduation rate (N-1) (%)	25.4%	25.9%	24.5%	22.3%	24.5%	20.2%	22.1%
KPI 37	b. UG graduate output (N-1) (#)	10 566	10 681	9 458	8 878	9 739	8 057	8 832
⁽¹⁾ Audited HEMIS figures								
⁽²⁾ Student output indicators relating to the 2022 academic year are currently in the process of finalisation.								
⁽³⁾ KPI numbering as in the UJ Strategici Plan 2025 for 2023								

Figure 5: Key student performance indicators



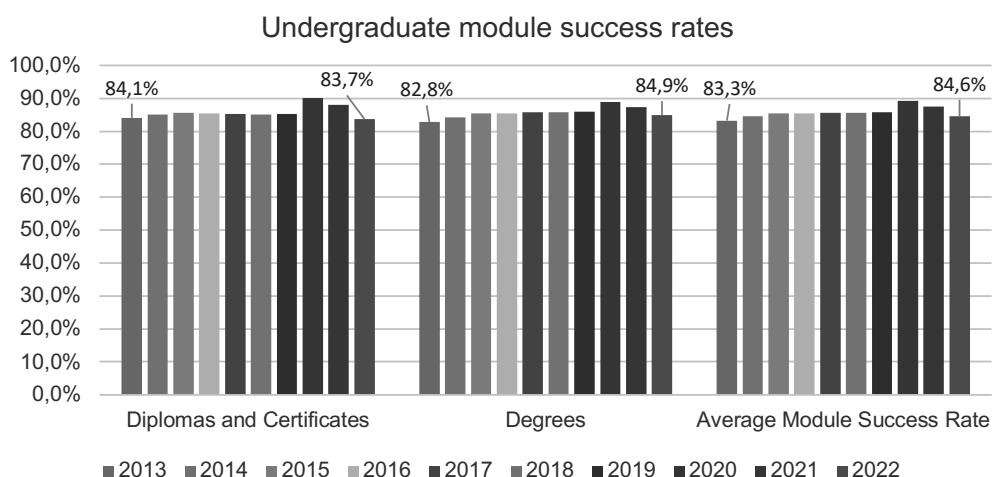


Figure 6a: Undergraduate module success rates 2013-2022

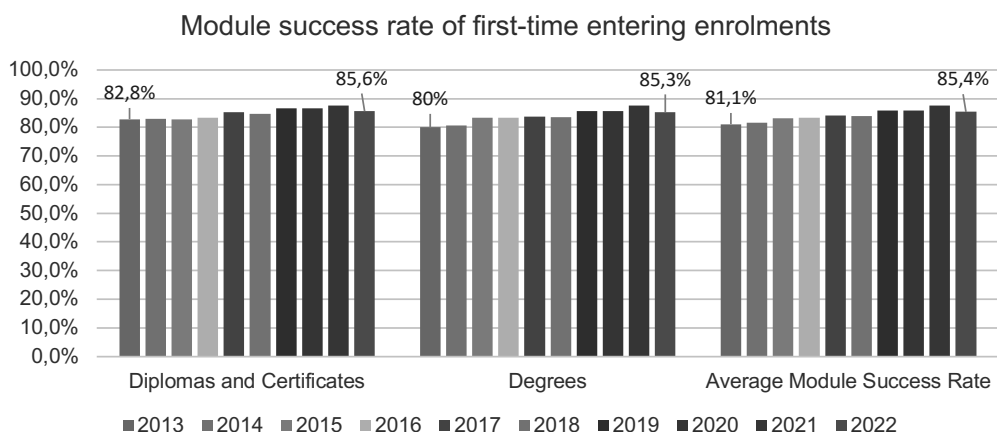


Figure 6b: Module success rates of first-time entering students 2013-2022

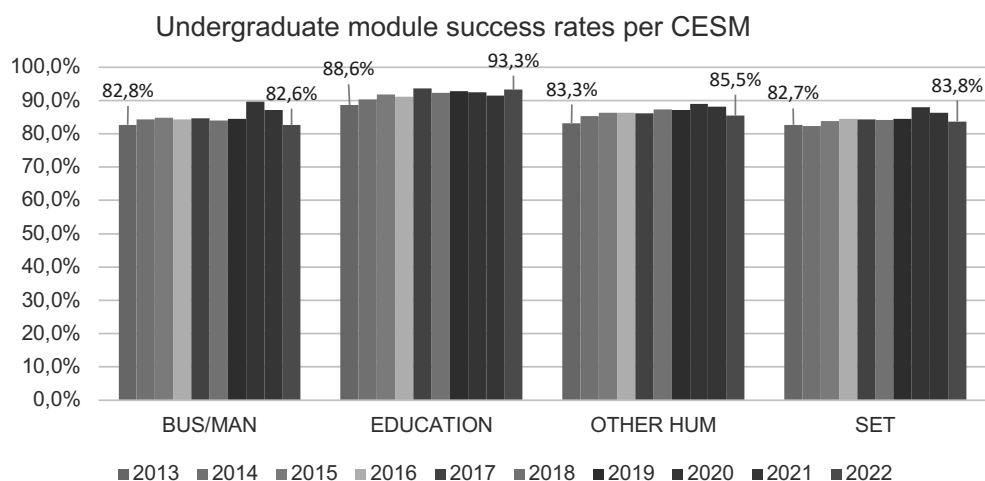


Figure 6c: Undergraduate module success rates per CESM 2013-2022



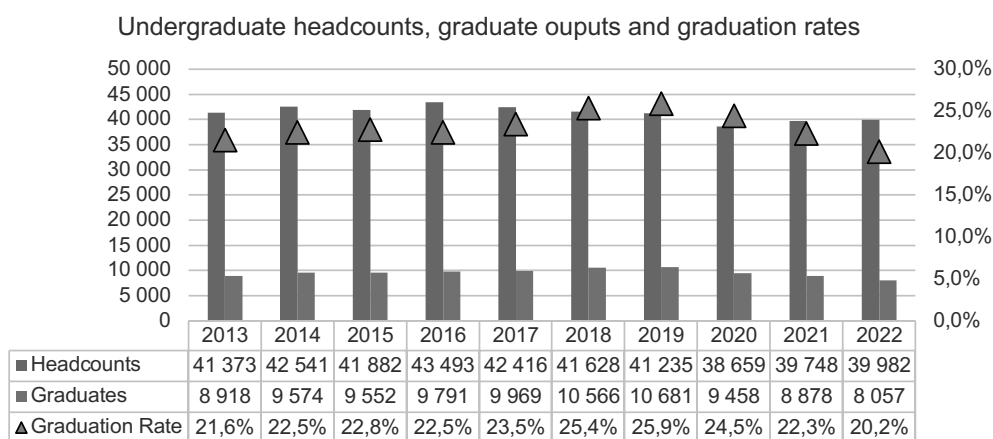


Figure 7: Undergraduate headcounts, graduate outputs and graduation rates 2013-2022

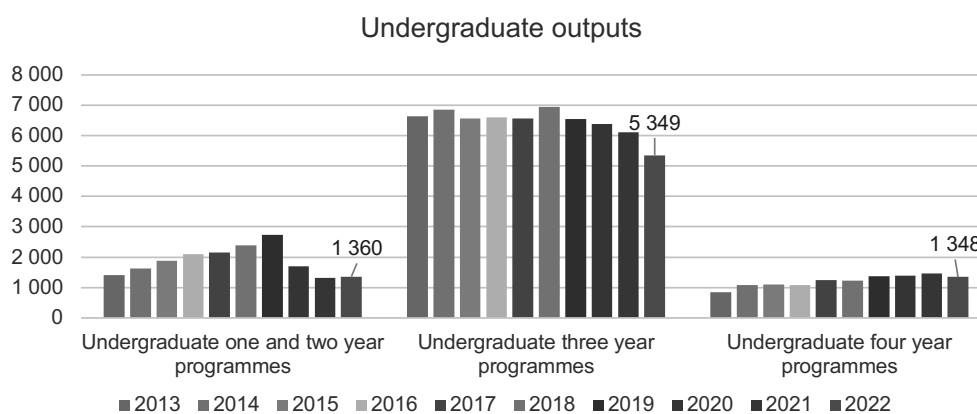


Figure 8: Undergraduate outputs per programme type 2013-2022

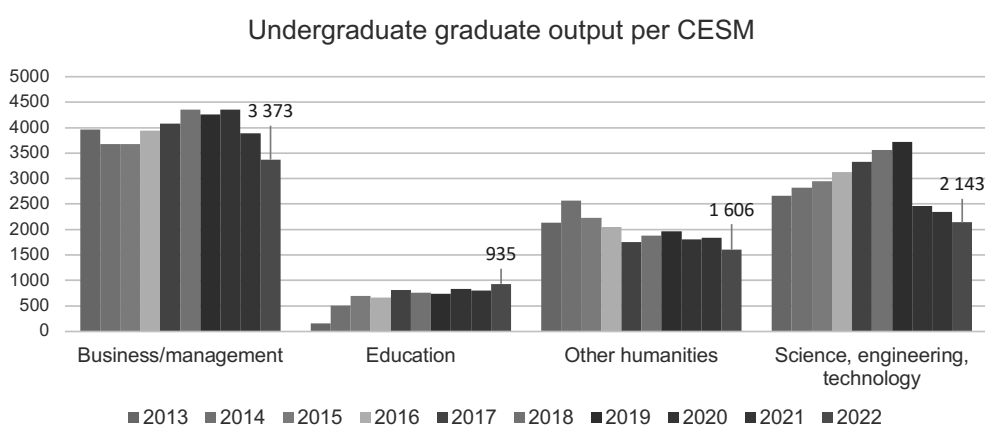


Figure 9: Undergraduate outputs per CESM 2013-2022



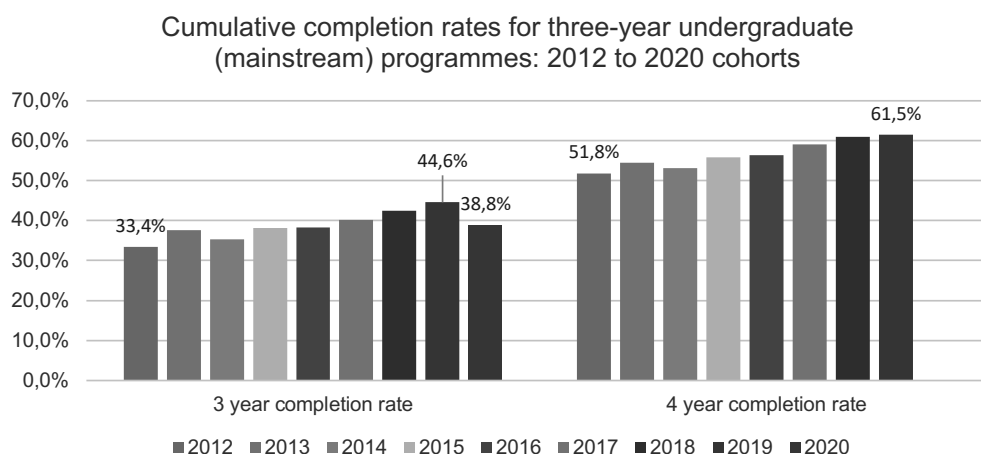


Figure 10: Cumulative completion rates for three-year undergraduate (mainstream) programmes: 2012-2020 cohorts

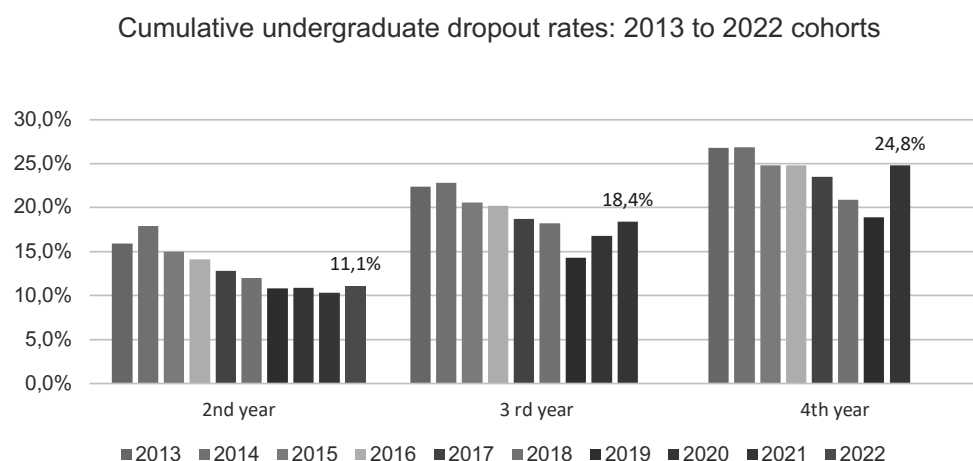


Figure 11: Cumulative undergraduate dropout rates: 2013-2022 cohorts

CONCLUSION

The figures above indicate that 2022 had mixed results in terms of student success, and it may well be that the legacy of the COVID-19 pandemic is in evidence in indicators such as undergraduate throughput. However, the module success rates of first-time entering students at 85.4%, while lower than the highest value ever of 87.6% recorded for 2021, are higher than the average undergraduate module success rate for 2022 of 84.6%, which bodes well for the future.

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

Prof Sehaam Khan
Deputy Vice-Chancellor:
Academic



Academic Development and Support

OVERVIEW

The Division of Academic Development and Support (ADS) endeavours to support various initiatives aimed at offering a fulfilling academic experience for undergraduate students at the University of Johannesburg while ensuring maximum retention, success, and throughput. Our primary focus is on reducing dropout rates, and improving the module pass rate and the degree throughput rate. ADS strives to offer cutting-edge initiatives, including psychosocial support to enhance students' personal environments, academic interventions to maximise learning opportunities, and the innovative use of academic technologies. We aim to become a national leader in teaching and learning student support divisions. Collectively, our institutional goal is to develop confident and passionate graduates who are intellectuals, professionals, ethical and responsible citizens, and innovators.

THE CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The Centre for Academic Technologies (CAT) plays a crucial role in supporting teaching and learning at the University of Johannesburg (UJ). Its main objective is to provide innovative and advanced technologies to students and staff while ensuring that they receive the necessary training and support to use these technologies effectively. With the return to campus after the COVID-19 lockdown in 2022, CAT implemented an orientation initiative to support students on multiple learning and teaching delivery modes. This initiative aimed to prepare first-time entering students for the teaching and learning context at UJ. The initiative was conducted virtually from 2 to 11 February 2022, consisting of 24 sessions, each lasting 60 minutes. These sessions mainly focused on introducing students to the online learning environment at UJ. Students were trained on how to navigate the Blackboard (Bb) Learning Management System (LMS), participate in online discussions, submit assignments online, and communicate with lecturers and peers through different online channels. In addition, students were introduced to uLink, which is the University's student single sign-on portal that provides access to various academic and administrative services. By providing this orientation initiative, CAT ensured that students had the necessary skills and knowledge to engage effectively in the online environment and participate actively in their academic journey at UJ. The initiative's success is evidenced by the high attendance rate, which suggests that many students took advantage of the opportunity to prepare themselves adequately for their studies. Following the initial orientation, CAT staff extended the pre-orientation support programme between 18 February and 10 March, also hosted virtually. A total of 17 844 first-year students accessed the orientation and pre-orientation sessions online, and some returned for more than one session. CAT has also prepared initiatives for returning students by arranging weekly sessions on basic computer skills, navigating the online learning environment, and training on Microsoft Office (i.e. Word,



Excel, and PowerPoint) across all campuses. Although these student training sessions were encouraged but not compulsory, 3 700 students attended them in 2022.

In addition to UJ's orientation initiative for first-time entering, first-year students, the University has designed a Learning with Technology (TC02022) module on Blackboard to guide them through the necessary steps to get to know and navigate Blackboard. In 2022, a total of 10 099 first-time entering, first-year students accessed this module.

UJ implemented ongoing online support through the CAT help desk team to support student readiness and success. The team utilised the OsTicketing system to keep track of student queries and ensure that all concerns and challenges were addressed promptly. Between 1 January 2022 and the end of November 2022, the CAT help desk team received 11 232 individual tickets from students on the system. The queries centred on Blackboard support, technical queries, such as password reset and device-related issues, and general queries. The help desk team provided just-in-time feedback and support to students, ensuring their concerns were promptly addressed.

Additionally, to ensure no student was left behind, CAT oversaw the device rollout project for NSFAS and missing middle students. The project aimed to provide students with access to online learning by distributing 1 679 entry-level laptops as loans to NSFAS, missing middle, and other qualifying students. These initiatives aimed to provide students with the necessary support and resources to succeed in their academic journey at UJ, regardless of their financial background or location. The successful implementation of these initiatives suggests that UJ is committed to ensuring that its students receive the necessary support and resources to succeed in their academic pursuits.

In 2022, the University of Johannesburg allocated R11 million to purchase e-textbooks for priority module students. The available funds were divided according to FTEs and allocated proportionally to faculties. To provide students with access to e-textbooks, the University appointed an e-book aggregator, ITSi Funda, which provided an ereading platform with the miEbooks application. By the end of 2022, 100% of the available funding had been utilised to provide students with access to e-textbooks.

The University of Johannesburg's Centre for Academic Technologies (CAT) supported staff through a series of initiatives in collaboration with UJ stakeholders. The primary objective was to prepare teaching staff for teaching in a blended context. In collaboration with the Centre for Academic Staff Development (CASD), CAT hosted initiatives to train new staff, introducing them to the online teaching and learning environment. The CAT team also visited departments and hosted just-in-time webinars/workshops. Between February and November 2022, 293 interventions were hosted, with 5 924 staff members attending.

To further support staff, all staff were enrolled in the UJ Online Teaching Toolkit (CM0002), which is available on Blackboard. The online module provides staff with a toolkit for teaching and learning online. They can explore the easy search solution, the FAQs section, the simulated learning design guide, and participate in the interactive e-learning activity list. By supporting staff in this way, CAT aimed to enhance the quality of teaching and learning at UJ, providing staff with the necessary tools to succeed in a blended teaching environment.

The CAT team at the University of Johannesburg explored new technologies to support teaching and learning in a hybrid context. One tool they piloted in 2022 was a video overlay tool called Annoto, which they used in collaboration with selected faculties and the college. The pilot aimed to understand the value of engagement in teaching and learning, and outcomes from the pilot emphasised the importance of teacher presence and clear instruction when using Annoto in a module. Feedback from participating lecturers was positive, and the CAT team plans to renew and further roll out the use of Annoto for engagement in courses in 2023.

The Centre for Academic Technologies (CAT) plays a crucial role in maintaining and enhancing the functionality of uLink, a single sign-on access portal for UJ's students and staff. In 2022, uLink continued to facilitate the management of the COVID-19 pandemic administration, including vaccination disclosures. The platform also witnessed a significant increase in usage, with just under 26 million individual logins during the core academic months and an average of approximately 85 000 daily individual logins. The continued success and evolution of uLink highlight CAT's commitment to providing UJ's academic community with convenient and accessible resources to support their learning and administrative needs.



CAT is entrusted with managing special projects that involve the design, development, and administration of short learning programmes (SLPs). These programmes are open to all UJ students, staff and members of the public, at no cost. African Insights (AI1), introduced in 2017, had amassed 31 525 cumulative completions by the end of 2022. Similarly, Artificial Intelligence in the 4IR (AI2), launched in 2020, had garnered 12 756 cumulative completions by the end of 2022. Notably, AI1 and AI2 are provided free of charge to the public.

As part of its public initiatives, CAT also partners with the Department of Basic Education to deliver the Artificial Intelligence in the 4IR course to youth participating in the Presidential Employment Youth Initiative. In 2022, UJ certified 600 unemployed youth who completed the course. To further expand its offerings, CAT collaborated with UJ colleagues to launch two new free SLPs, namely Introduction to Sustainable Development Goals (SDGs) and Introduction to Financial Literacy (Be Money Wise), which will also be available to the public at no cost.

In response to the changing contexts in higher education, CAT provided training and support to the UJ community in 2022 on various teaching and learning delivery modes. In 2023, CAT will continue to engage in multiple learning and teaching projects in addition to its daily support services. This includes expanding its free courses, automating processes, and developing digital artefacts to support student success.

THE ACADEMIC DEVELOPMENT CENTRE (ADC)

ADC comprises three units: ADC Access, Academic Development and Innovation (ADI), and the Academic Literacies Unit (ALU). The Centre also houses the UJ First Year Experience (FYE) and Senior Student Experience (SSE) coordinator, as well as the South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition, an independent entity managed by ADC. Throughout 2022, ADC had to adapt to the post-COVID-19 situation and changing student support requirements. ADC supported undergraduate student success and contributed to all UJ strategic objectives. It directly contributed to Strategic Objective Two (excellence in teaching and learning), essential to its core business. Additionally, significant contributions were made to Strategic Objective Three (international profile for global excellence and stature) through the work of SANRC.

The UJ Integrated Student Success Initiative

The Integrated Student Success Initiative (ISSI) is an effort to improve student success at UJ. The initiative focuses on module pass rates, degree completion rates, and dropout rates by utilising data-informed processes to allocate resources where they can have the most significant impact on student success. The initiative involves the collaborative participation of all eight Vice-Deans: Teaching and Learning, and aims to improve student success in selected priority modules, as determined by the faculties. The Academic Development Centre (ADC) worked closely with the Centre for Academic Technologies (CAT) and other support services, in conjunction with the various Vice-Deans: Teaching and Learning in each faculty/college as well as the module lecturers, to develop and implement agreed interventions.

Traditionally, the ISSI interventions have relied on the UJ Priority Module Index (PMI), which identifies the 20% of modules where most funded credits were lost during the previous academic year. However, over time, the shortcomings of the PMI became more apparent. These include over-emphasising module size, including the same modules year after year, and a weak link between improvements in minimum-time completion and interventions in priority modules.

To address these shortcomings, Dr Graham Dampier from the Academic Development Centre (ADC) analysed UJ's undergraduate qualifications to identify the best intervention areas. The analysis resulted in the development of an approach that measures historic student progress in a specific qualification, allowing ADC and the faculties/college to identify specific qualifications where student progress over time has been lower than expected. These analyses were shared with the faculties/college, and initial intervention plans were devised to positively influence student minimum-time completion rates. Overall, ISSI is an ongoing effort to improve student success at UJ, utilising data-informed processes and collaboration among various departments and stakeholders to allocate resources where they can have the greatest impact.



ADC Access

In 2022, ADC Access continued to manage the extended curriculum programmes, with a particular focus on the Doornfontein, Soweto and the Bunting Road Campuses. ADC Access taught approximately 625 first-year students enrolled in FEBE, Humanities, and CBE throughout the year. All 16 extended curriculum groups achieved success rates of 86% and above, while the success rates of extended diploma offerings reached their highest level (88,6%) since 2009. In the first year of the FEBE extended degree offerings, the success rate was 89%, while the extended diploma offerings in CBE and Humanities achieved success rates of 89% and 80%, respectively.

ADC Access staff continued to develop multimedia teaching and learning resources based on the ADC Access methodology, intending to share these resources with all UJ staff members.

Academic Development and Innovation (ADI)

In 2022, the Academic Development and Innovation (ADI) Unit continued to play a pivotal role in supporting student success at the University of Johannesburg. ADI comprises two parts: the Learning Development Unit (LDU) and the University of Johannesburg English Language Programme (UJELP).

ADI staff members taught in the Mastering Academic and Professional Skills (MAPS) modules, which are offered in the College of Business and Economics (MAPS Eco) and the Faculty of Humanities (MAPS Hum). These modules engaged 681 students, and registered 94% and 89% pass rates, respectively.

ADI led several innovative programmes and interventions aimed at reducing student dropout rates and enhancing both the First Year Experience (FYE) and Senior Student Experience (SSE), including the Integrated Student Success Initiative (ISSI). ADI also coordinated the student mentoring programme, working closely with UJ stakeholders. In 2022, online mentor training material was further developed and customised to meet the unique needs of individual faculties/college. A second-level mentor training course was also designed, and training evaluations were carried out.

The Reading in the Discipline (RID) initiative maintained its good work in 2022, supporting the Faculty of Humanities, the Faculty of Arts, Design and Architecture (FADA), and the Postgraduate Centre. RID's approach involved developing materials and embedded interventions using actual academic content to assist students in making sense of the academic reading they encountered. Moreover, a range of online resources was developed throughout the year.

Academic Literacies Unit

The Academic Literacies Unit (ALU) continued to make an excellent contribution to teaching and learning at the University of Johannesburg in 2022 through the provision of three key modules, namely English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences (LES). The success rates in these modules ranged from 82% (in LSS) to 91% (in LES), indicating the high quality of instruction and support provided by ALU staff.

In addition to these modules, the ALU's writing centres were heavily engaged with students, with 5 419 consultations completed throughout the year. The pandemic necessitated a shift from the conventional model of one-on-one and small group consultations, prompting the writing centres to adapt their services to better support students. Improvements include the availability of online consultations, scaffolding materials on the SOS site and pop-up webinars on literacies. In addition to these challenges, the writing centres remained committed to providing high-quality feedback to students by developing new learning units for the On the Go SOS module, which is offered to all UJ students.

The UJ First Year and Senior Student Experience (FYE/SSE)

In 2022, the UJ FYE and SSE continued their essential work. The FYE began with the First Year Orientation (FYO), which for the first time, offered an intentionally blended UJ Orientation to welcome new UJ students. The 2022 FYO was planned by ADC in collaboration with UJ faculties and college, Support Services and specifically CAT, to develop this blended first-year orientation experience. Following months of cooperation, we jointly produced eight FYO modules (one for each faculty/college) as well as a full on-campus FYO



programme. The modules were used to deliver information included in the FYO to first-time entering students in 2022 and to empower extended orientation. In 2022, student engagement in the FYO was excellent, with 75% of first-year students utilising the online modules within the first two weeks and a high level of attendance for on-campus events.

The 2022 FYO had a unique feature, as it was not just first-year students who were new to campus, but it was the first complete return to campus following the COVID-19 lockdowns. To support all undergraduate students, the FYE Office recruited 105 FYO marshals, strategically placed on all four campuses for the first two weeks of class. During this time, these marshals recorded 23 463 consultations with students. The fully online FYO was also a highly successful event. Following the FYO's implementation, feedback meetings were conducted, and input was collected from all stakeholders to contribute to the 2023 planning. During the year's second half, the FYO Office coordinated and led the detailed planning and preparation for the intentionally blended 2023 FYO. Additionally, the UJ FYE/SSE Office was integral in supporting many of the student success initiatives mentioned above.

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

The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC), a DHET-funded national centre located in UJ's Academic Development Centre, was granted R8 million by DHET in late 2021 to implement a new programme of work from 2022 to the end of March 2024. The new programme of work aims to support South Africa's public universities by providing them with academic knowledge and practical training to help them serve their students effectively in their higher education journeys and contribute to student success.

To fulfil this mandate, SANRC hosted the 7th Annual SANRC FYE Conference in Cape Town on a hybrid platform and provided universities with capacity-building assistance. Furthermore, SANRC established an advisory group to offer strategic guidance on the new programme of work.

SANRC also strengthened its relationship with its sister organisation, the National Resource Centre (NRC) for the First Year Experience and Students in Transition, based at the University of South Carolina in the United States. SANRC received assistance from two NRC staff members to lend additional staffing capacity to the new programme of work. Dr Annsilla Nyar-Ndlovu, SANRC Director, participated in a course on The History, Theory, and Practice of the First Year Experience, which involved helping students compare FYE programmes and initiatives in the United States and South Africa. SANRC also created a strong social media presence to connect with South Africa's First Year Experience community.

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PSYCAD)

The COVID-19 pandemic has transformed the face of student counselling over a short time period. The COVID-19 pandemic had a significant impact on people's mental health. The stress and uncertainty caused by the pandemic, as well as the isolation and loss of social connection, have led to increased rates of anxiety, depression, and other mental health conditions. The prolonged isolation caused people to feel lonely, anxious, and stressed, which resulted in higher rates of depression and other mental health issues. In addition, the economic impact of the pandemic has led to financial stress and job loss for many people, which takes a toll on mental health.

The psychological recovery of people affected by the pandemic depends on several factors, such as their pre-existing mental health conditions, their coping mechanisms, and the level of support they received. Before the pandemic, there had already been a gradual increase in the demand for counselling. This was exacerbated by the pandemic, threatening to exceed the capacity of student counselling services. This increase in the demand is evident in the number of student counselling sessions, which increased from 14 606 in 2019 to 19 943 in 2022. During the pandemic, PsyCaD reverted to remote counselling in order to ensure psychosocial support for the students, but as the country gradually moved out of lockdown, the demand for remote counselling decreased from 6 147 (37% of counselling sessions) in 2021 to 1 999 (10% of counselling sessions) in 2022. This implies that, as face-to-face counselling became available, students preferred this to remote counselling, even though they were provided an opportunity to access either of these.



Some of the problems that students experienced when they returned to campus include:

- Readjusting to social interactions: After the prolonged period of isolation, many students found it difficult to readjust to social interactions, both in personal and academic and residence environments, and reported feeling lonely.
- Financial hardship: The economic impact of the pandemic has affected many people, and some may continue to struggle financially as they try to rebuild their lives. It is a known fact that many UJ students have had financial difficulties, but this seems to have been exacerbated by the pandemic.
- Difficulty in returning to pre-pandemic routines: Many people have developed new habits and routines during the pandemic, finding it difficult to return to their pre-pandemic routines, leading to disorientation.

To address the psychosocial challenges that our students face, PsyCaD has started employing social workers to support these students. The social workers have already started with a number of initiatives to assist students with clothing, food, and accommodation and provide them with essential life amenities.

It is important for PsyCaD to provide 24-hour support for students who are in distress. The 24-hour crisis line provides immediate psychological assistance to UJ students at any time of the day and night, seven days a week. The psychologists on crisis line duty aim to provide crisis intervention and trauma debriefing to minimise the effects of psychological trauma and increase a sense of safety and stabilisation within the individual. Services offered through this line include telephonic counselling, referrals to applicable emergency services, as well as recommendations and referrals to various organisations and resources to assist with the presenting crisis or query. The 24-hour crisis line is well established and well known in the UJ community and is marketed through posters and a sticker that is extensively circulated at various forums. Higher Health SA has also launched a helpline for South African students. The contact details for this helpline have been advertised widely in UJ.

Other call centres available to the students include Life Line, SADAG and Akeso, and these are also advertised to students on several platforms. These resources provide students with a wide range of support when they are in a crisis or feel the need to speak to somebody. There was a significant decline in the number of crisis line calls managed in 2022. The number of calls declined from 1 150 in 2021 to 457 in 2022, which is approximately the same number of calls received in the pre-COVID time. The decline could probably be ascribed to the fact that the students returned to campus in 2022 and had access to face-to-face counselling and therefore became less reliant on telephonic counselling. Another reason for this could be the appointment of a residence psychologist who dealt with after-hour crises in residences, which provided an additional support service to the crisis line.

With the return of students to campus, there has been a noteworthy rise in the number of students who have declared their disabilities, from 248 in 2021 to 285 in 2022. This increase in the number of students with disabilities returning to campus has resulted in a greater need for support services. This need is evident in the significant increase in the number of concession applications received by the Disability Unit (DU), which rose from 49 in 2021 to 112 in 2022. Additionally, the quantity of tests and exam invigilation managed by the DU also increased from 167 in 2021 to 724 in 2022, further highlighting the increased need for support services.

In addition to providing support, the DU also hosted 14 companies that offered recruitment opportunities for students with disabilities. This underscores the importance of providing equal opportunities and resources for all students, regardless of their disabilities, and demonstrates the University's commitment to creating an inclusive environment. Overall, the increased number of students with disabilities returning to campus highlights the need for continued support and resources to ensure their success. The DU's efforts to provide such support and facilitate equal opportunities are commendable and should be celebrated as a step towards creating a more inclusive community.

In 2022, UJ Career Services launched UJCareerWiz, an online Careers Portal aimed at promoting student employment and supporting the career needs of students completing their work-integrated learning. The platform has shown promising results, with 9 222 students registered, 275 companies registered, and 91 job advertisements placed in 2022.

In addition to the online platform, Career Services conducted a range of workshops throughout the year, benefiting approximately 747 students. These workshops were conducted either face-to-face, on Blackboard Collaborate or MS Teams. A new initiative, the Career Bootcamp, was introduced in 2022, which focused on



preparing UJ students for the world of work. The Bootcamp consisted of 11 sessions held by 10 presenters on Blackboard, and 404 logins were tallied from UJ students.

In 2022, UJ Career Services implemented a comprehensive recruitment programme aimed at exposing students to prospective employers and driving engagement and networking between students and employers. The programme consisted of virtual career fairs, Instagram live chats, company presentations and industry talks, the recruitment guide, company showcases, company interviews, faculty showcases, Career Wiz, and career fairs.

One of the primary focus areas of the programme was career fairs, with four fairs hosted throughout the year, focusing on Law, Commerce, STEM, and a general fair. These fairs were supplemented by faculty-focused career showcases for Humanities, FADA, Health Sciences, and Education.

In addition to these initiatives, Career Services also provided individual career counselling sessions and career assessments to students. These sessions assisted students with queries relating to their chosen career path and prepared them for the world of work. In total, 1 432 students were assisted in 2022, by either face-to-face or telephonic consultations and career assessments.

Overall, UJ Career Services demonstrated a commitment to providing comprehensive support to students in their career development and engagement with prospective employers through a range of initiatives and programmes, and especially through the utilisation of technology to enhance engagement and tracking of year-on-year improvements.

SPECIAL PROJECTS

UJenius

The UJenius Club was established by the UJ Vice-Chancellor with the objective of recognising exceptional academic achievements among undergraduate students, while also providing members with additional avenues for intellectual and professional growth. Prospective members of the UJenius Club are required to maintain a high standard of academic performance. To qualify for continued membership in the second, third, and final years of their undergraduate studies, students must have attained a minimum average of 75% in the preceding academic year, while also maintaining a full course load and obtaining no grade lower than 70% in any module.

In 2022, the UJenius Club accepted 640 senior students, a decrease from the 769 accepted in 2021, but also accepted 1 137 first-year students, a higher number than the 728 accepted in the previous year. Overall, the number of UJenius students grew from 1 497 in 2021 to 1 777 in 2022.

UJenius students are given priority access to company visits and online networking events due to their status as top-achieving students. Many companies seek to recruit these students, and UJ facilitates this process by forwarding such requests to the UJenius Club. This collaboration is mutually beneficial, as students are made aware of job openings, and companies gain direct access to high-performing individuals.

In 2022, a job search platform was launched for UJ students, and the UJenius Club was used as a pilot group for this platform. Approximately 300 UJenius club members registered on the platform, giving companies interested in recruiting top achievers direct access to these students. This project will continue in 2023 and is expected to expand.

In October 2022, the UJenius Club partnered with the Academic Development Centre to host the UJ Undergraduate Research Conference. A total of 18 nominations were received from students in most faculties/college. The conference was also live-streamed, and around 150 online participants attended.

Another initiative launched in November 2022 was the UJenius Alumni Affinity Group. An invitation was extended to 1 067 UJenius alumni dating back to 2019, and the event was hosted by the UJenius Club in collaboration with the Alumni Office. The group provides a platform for UJenius members to network with one another, recruit top-achieving graduates, and become more involved in the Club. The group also offers opportunities for alumni to act as mentors for current UJenius students.



Thea de Wet (Prof)

Senior Director: Academic Development and Support



Division for Institutional Planning, Evaluation and Monitoring

OVERVIEW

The work of the Division for Institutional Planning, Evaluation and Monitoring (DIPEM) encompasses a number of important activities in support of the strategic, institutional and enrolment planning processes of the University. Much of the data, analyses and reports it produces are incorporated in other sections of this Annual Report, and are not repeated here. The work of DIPEM is organised into three functional areas: planning, evaluation and monitoring, and institutional research. As custodian of the Higher Education Data Analyser (HEDA) portal giving access to student and staff HEMIS data, the Division is responsible for providing reports, benchmarking and subsidy grant information, and data analyses to Council, Senate, the MEC, the Registrar, individual DVCs and relevant governance committees. It also provides data as part of departmental projects, programme and faculty reviews, and for ranking purposes. A critical function is ensuring data integrity and quality, and the consistent use of data categories and definitions across different domains.

KEY ACHIEVEMENTS

Enrolment planning

In the planning area, enrolment planning is seminal, as it must be aligned with national imperatives and priorities and it forms the basis for the determination of the University's teaching input subsidy. A six-year enrolment plan from 2020-2025 was agreed with the Department of Higher Education and Training at the end of 2018. In 2022, DHET asked universities to conduct a mid-term review of their enrolment plans for the outer years, i.e. 2023-2025, and UJ's amended enrolment plan for those years was approved. In 2021, as in every year, an internal enrolment plan for the following year, i.e. 2022, had been developed by DIPEM in consultation with the faculties to take into account changed contextual realities and faculty planning at programme level. In 2022, DIPEM monitored the implementation of that enrolment plan with constant data analyses and advice. Weekly meetings with each faculty and relevant support divisions during the enrolment process served to enhance the implementation process and to create better overall coherence and cohesion across the various role players, such as Finance and the Student Enrolment Centre, as did the meetings of the Enrolment Management Committee and the Enrolment Operational Committee.

DIPEM led the process of developing the enrolment plan for 2023 through extensive consultation with faculties, and this was approved by Senate in late 2022.



Strategic planning

The maintenance and the updating of the UJ Strategic Plan 2025 fall to the Division, as well as data collection and reporting on both the UJ Annual Performance Plan (a subset of the Strategic Plan) and the DHET Annual Performance Plan (APP) required by regulation. The results of these are presented elsewhere in the Annual Report, but they do indicate improved performance in many areas, including research and teaching and learning. In 2022, there were only a few changes to the KPIs in these reports after review by senior management. The monitoring of KPIs at faculty level became more sophisticated, with the full implementation of the online Deans' KPI system.

In 2022, the process of developing a new Strategic Plan for 2035 was undertaken in earnest, with DIPEM as the project management team. The relevant structures included the MEC as the steering committee, a cross-disciplinary think tank and six task teams who together developed the first draft of the Strategic Plan, ready for a comprehensive consultative process in 2023. The aim is to achieve Council approval in November 2023.

Evaluation and monitoring

Much of the monitoring work of the Division is undertaken in the context of formal reporting on UJ's Annual Performance Plan, but separate analytical reports on matters of importance to the MEC and governance committees are also produced. In 2022, DIPEM produced reports on undergraduate student success rates, throughput rates and dropout rates, as well as a number of analyses that informed presentations to MEC and Council. In addition, further dashboard reports in the HEDA environment were developed on the Strategic Plan and APPs as part of an integrated monitoring and planning system.

Rankings submissions

UJ participates in a number of international rankings systems, while being well aware of their limitations, as they provide international recognition for its accomplishments and assist in building its national and global academic reputation.

The University actively submits data to a number of ranking systems, including those by Quacquarelli Symonds (QS) and Times Higher Education (THE). Within these, there are a number of subsystems, subject rankings and rankings of young universities. Aside from QS and THE, there are many other ranking systems that collect their own information, with the consequence that ranking results are released at certain times of the year on an almost weekly basis. DIPEM tracked these results, compared them with past results, and compared them with the performance of our peer national institutions for the MEC and for Media Liaison. In 2022, institutional data were submitted to both QS and THE, in line with their data definitions, and for the fourth time, UJ submitted data in all 17 areas of the THE Impact Rankings. This ranking system is based on the United Nations' Sustainable Development Goals (SDGs), and it attempts to move beyond the traditional measurement indicators to assess a university's impact in relation to a range of major social and economic issues. The submission requires information of various sorts – numbers data, policies, and institutional programmes in support of the SDGs. In its third participation in the overall THE Impact Ranking process, UJ was placed 69th in the world, with seven SDGs in the top 100 in the world and a notable third place in the world for SDG 1: No Poverty, and eighth place in the world for SDG 8: Decent Work and Economic Growth.

UJ's performance in the various rankings systems is reported on elsewhere in the Annual Report, but in general, it continued to improve in 2022, and the number of subjects featuring in the rankings systems grew markedly.

Institutional research

The Division is responsible for conducting annual student experience surveys among undergraduate and postgraduate students and a graduate employability survey, all of which provide invaluable insights into areas of strength in the University, as well as those that require more concerted attention. In 2022, as in the two prior years, given the shift to a hybrid mode of teaching and learning, the Undergraduate Experience Survey was combined with the Centre for Academic Technologies' (CAT) annual survey on online teaching and learning, and the survey instruments were all adapted to take different modes of delivery into account.



CONCLUSION

The Division continued in 2022 to provide high quality reports and analyses to its many stakeholders, which enabled the University constantly to assess progress towards achieving its objectives. The development of more sophisticated monitoring tools was undertaken, and successful improvements were implemented. DIPEM continued to undertake improvements in all its functions of planning, evaluation and monitoring, and institutional research to enhance data-based decision making at all levels of leadership in the University.



Denyse Webbstock (Dr)

Senior Director:
Institutional Planning Evaluation & Monitoring



Division for Teaching Excellence

OVERVIEW

The Division for Teaching Excellence (DTE) contributes significantly to the University of Johannesburg (UJ) activities to meet its strategic goals in respect of teaching excellence and global stature. There are two centres in the DTE: the Centre for Academic Planning and Quality Promotion (CAPQP), and the Centre for Academic Staff Development (CASD).

DTE is responsible for taking new programmes through the development and accreditation process. In addition to this role in academic planning, DTE also engages with the regulatory bodies such as the Council on Higher Education (CHE), the Department of Higher Education and Training (DHET), and the South African Qualifications Authority (SAQA) to quality assure and manage the approval of programmes. In addition, the Division works with faculties on submissions and processes of both the statutory and non-statutory professional bodies, and supports and manages programme reviews across faculties.

The Division provides extensive support for the intellectual, personal and professional development of academics, and trains and manages the development of tutors to support excellence in teaching and learning. As part of the work of the Division, an active role was played in developing the UJ Strategic Plan for 2035 and coordinating inputs for the Institutional Transformation Plan (as developed by the Transformation Unit). Dr Menon is the Chair of the Task Team for Teaching and Learning for both initiatives.

The Council on Higher Education (CHE) institutional audit visit to UJ took place from 16-20 May 2022. The hybrid site visit to UJ's four campuses ran smoothly and the audit panel commented in its verbal feedback on the excellent participation by staff and students. Feedback to the University management by the panel was positive. The University received the draft report for comment on 15 February 2023.

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

- Language Policy
- Assessment Policy
- Teaching and Learning Policy
- Work-integrated Education Policy

Commentary was given on the following national documents:

- Drafted response to the *Report of the Review of the Higher Education Qualifications Sub-Framework (HEQSF)*, 21 August 2022.
- Comment on the *CHE Draft Articulation Policy into and within Higher Education*, 24 August 2022.
- Comment on the *CHE Draft Good Practice Guide on Student Engagement in Quality Assurance and Promotion in Higher Education*.
- Comment on the Universities South Africa document, *A preliminary USAf response to the call for comment on the gazette 'Draft Policy for the recognition of South African Higher Education Institutional Types'*.
- Comment on *Draft Policy for the Recognition of South African Higher Education Institutional Types*, April 2022.



SPECIAL PROJECTS

Curriculum transformation

All faculties report annually on their efforts to transform curricula. Curriculum transformation and renewal focus on three broad areas: ensuring that UJ graduates are 4IR-ready; decolonising curriculum, pedagogy, and research; and integrating the sustainable development goals across the academic project. UJ academics contribute to popular and academic debates on current issues, extending the University's culture of enquiry and debate into its communities and stakeholders. Additional areas of critical engagement include gender-based violence (GBV), the focus on women in STEM, and enhancements to the development of scholarship in and of African languages.

As a contact learning institution, UJ emphasises the importance of interactions between lecturers and students, augmenting classroom-based interaction with online support. Contemporary societal needs will continue to integrate into how faculties deliver on their mandates across teaching and learning, community engagement and research. This is demonstrated by programme development in areas such as Mythology and Ancient Cultural Studies, Quality Engineering, Innovation and Development, Digital Transformation, Afrikaans Creative Writing, Sports Management and Children's Literature. An additional five new programmes, including a Master of Quality Engineering, a Master of Science in Data Science, and a Master of Science in Machine Learning, demonstrate that UJ remains at the cutting edge of these developments.

Future Professors Programme

UJ is the lead implementer of the National Future Professors (FPP) Phase 2 programme, a DHET project that prepares promising academics to become a new cohort of South African professors. A total of R70 229 574,26 has been allocated for the implementation of the FPP Phase 2. Cohort 1 has 28 academics from across the higher education sector participating in a 24-month intensive programme.

The FPP Phase 2 project team developed a comprehensive 12-month working plan for implementation of Year 1 of the programme. Programme components were organised to maximise contact with participants while allowing space for the integration of new learning into their existing knowledge. As part of the regular support and engagement offered to participants, the project team organised three informal 'coffee and catch-up' sessions to discuss progress, emerging interests and needs, and general feedback with participants. This was coupled with 11 'brown bag' sessions and four workshops, which drew in expert scholars to discuss important issues in higher education with participants, relevant to the core themes of the programme. A one-day hybrid session was held in October 2022 – 'Galaxy of the Stars' – where five NRF A-rated scholars spoke about their academic journeys and lessons learned, and answered participants' questions. A highlight of 2022 was a session with Prof Abdulrazak Gurnah, the winner of the Nobel Prize in Literature 2021.

Another important component of the FPP programme is the leadership programme coordinated in partnership with the Johannesburg Business School. The Leader Labs are designed to build and entrench contextual intelligence, leadership competence and self-awareness in preparation for the professoriate. Each of the 28 participants has an assigned coach and a mentor as additional support mechanism over and above the assigned FPP academic advisor and FPP team.

New Generation of Academics Programme (nGAP)

In 2022, the implementation of the nGAP progressed well with several highlights. The Division coordinated the submission for the nGAP Phase 9 call. A total of eight applications were submitted to DHET, and the University is awaiting the outcome from DHET. UJ was allocated five more nGAP posts for Phase 8, which posts were approved and advertised. The nGAP Phase 8 appointment process is well under way; out of the five allocated positions, four have been approved by DHET and the incumbents are in the process of being appointed. One post has been readvertised and the interviews are scheduled for later in February.

The nGAP continues to contribute towards increasing the number of staff with doctorates at UJ. A total of 13 nGAP scholars are in possession of doctorates. Three, already in possession of doctorates, were appointed, three graduated in 2021, and seven completed towards the end of 2022. Of the seven, two graduated in 2022, and five will graduate during the 2023 graduation season.



In 2022, the Division organised two one-on-one check-in meetings with each nGAP scholar in the first and second semesters to assess their progress. The nGAP scholars are continuing to receive one-on-one coaching in 2023, as this has proven successful in previous years. The one-on-one sessions are designed specifically to support and challenge doctoral candidates to grow and improve their life-work balance, while also holding them accountable for reaching their goals. A total of 56 one-on-one nGAP check-in meetings were organised in the first and second semesters of 2022. One further group coaching session was organised for nGAP scholars in March 2022. Lastly, two writing retreats, facilitated by Dr Christel Troskie-de Bruin, were organised for the nGAP lecturers in the first semester of 2022.

A booklet showcasing UJ nGAP scholars has been compiled and designed for publication on UJ media platforms. As part of the 2021/2022 financial year reporting, 28 nGAP narrative reports and financial audit reports were developed and submitted to DHET. At the end of 2022, three nGAP scholars resigned from UJ, leaving UJ with 26 filled positions.

Nurturing Emerging Scholars Programme (NESP)

The implementation of the NESP programme progressed well in 2022. Three NESP Phase 1 scholars have completed their master's degrees and have started with their one-year internship programme, which will end at the end of 2023. In 2022, the Division organised eight one-on-one check-in meetings for Phase 1 scholars in the first and second semesters to assess their progress. Towards the end of 2022, one Phase 1 scholar left the programme due to medical reasons.

In 2022, DHET allocated UJ three posts for NESP Phase 2 (Chemical Sciences; Urban and Regional Planning; and Civil Geotechnical), bringing the total of UJ scholarships to seven. The internal application process for the allocated NESP Phase 2 scholarships was carried out and completed in 2022. DHET approved one NESP Phase 2 scholar who has signed a contract and commenced her master's degree in 2023. We are awaiting the confirmation of the remaining two scholars by DHET.

As part of the 2021/2022 financial year reporting, four NESP audit and narrative reports were compiled and submitted to DHET.

Accelerated Academic Mentorship Programme (AAMP)

Participation in the AAMP continued to increase throughout the year with an additional 101 new academics joining the AAMP programme in 2022, increasing the total number of AAMP members to 536. This is the most significant growth in terms of new members the programme has witnessed.

In March 2022, the Division organised a meeting with the vice-deans to discuss AAMP and its offerings. The Division issued a benchmark questionnaire in March/April 2022 to evaluate the programme and its offerings. A total of 371 participants completed the questionnaire. The report demonstrated that the programme remains popular among UJ academics and that most participants have derived value from being part of the programme.

In terms of training, a total of 26 AAMP workshops on various topics were conducted, mainly focusing on preparation for NRF rating, doctoral completion, research and teaching and learning portfolio development. Two group coaching sessions were conducted for AAMP Levels 1, 2 and 3 in 2022, which were attended by around 1 133 participants. In the second semester of 2022, the Division initiated one-on-one NRF-rating consultative meetings with an NRF rating specialist for academics planning to apply for a rating in the next call in 2023. A total of 29 AAMP participants who are in Levels 2 and 3 participated in the sessions. Additionally, a total of 24 writing circle sessions, facilitated by senior professors, were attended by 42 AAMP Level 1 participants. Six three-day AAMP writing retreats, facilitated by Dr Christel Troskie-de Bruin and Prof Ruth Albertyn, were held in February, April, June, September, October, and November.

In terms of doctoral completion, the data show that 55 AAMP participants had been able to complete and were awarded their doctorates between 2019 and 2022. Furthermore, the total number of AAMP participants promoted between 2017 and 2022 is 208. Participants have reported that funding for teaching relief, conference attendance, the writing retreats, and other capacity development workshops has contributed to their completing their doctorates and publishing articles in accredited journals from which the University



received government subsidy. A total of 158 papers in the form of conference proceedings, book chapters, and journal articles have been published by AAMP participants between 2017 and 2022.

Assistant Lecturers Programme

The implementation of the Assistant Lecturers (AL) Development Programme progressed well in 2022, with 75 posts filled by December 2022. In August 2022, the MEC granted approval of funding to support an additional 25 AL positions for the University at a total cost of R18 750 000 over a three-year period, bringing the total number of ALs to 100. The filling of the 25 additional AL posts began in December 2022, and a total of 24 posts have already been filled.

The Division organised the first physical engagement for ALs on 29 August 2022, with a total of 53 participants attending. The meeting provided the Division with an opportunity to outline the long-term objectives of the programme to the ALs, present and discuss topics relevant to teaching and learning in higher education, address issues of quality matters for academics, and give pointers to their establishing themselves as successful teachers in higher education. The ALs are constantly invited to attend and participate in all sessions and workshops organised by the Division. Additionally, as part of their professional development, the ALs were provided with two professional group coaching sessions.

Teaching Innovation Fund

In February 2022, a call was issued for faculties and departments to submit project proposals to be considered for the Teaching Innovation Fund. A total of 29 projects were funded in 2022. Of the 29 projects, four are from CBE, one (CAT), two (Education), nine (FADA), two (FEBE), one (FHS), three (Humanities), one (Law), five (Science) and one (CBE, Humanities and Law jointly). All 29 projects funded for the 2022 academic year submitted their progress reports to the Division, and a comprehensive report was submitted to the URC.

Under the leadership of Prof Mpedi, DVC: Academic, DTE released its second publication, titled ***Teaching Innovation for the 21st Century: Showcasing UJ Teaching and Learning 2021***, showcasing these teaching and learning innovations. Of the 19 projects presented in this volume, the majority were funded from the 2021 Teaching Innovation Fund.

Symposia and masterclasses

In 2022, the Division organised sessions in the form of masterclasses and Connect@1 sessions. These are aimed at creating an enabling environment that provides academics with conditions to support teaching and learning while also enhancing their wellbeing. A total of 41 sessions were conducted in 2022 with 2 500 academics in attendance.

- 30 sessions organised as part of masterclasses, Mini Academic Bootcamp series, Heritage Series, and Women's Month celebrations.
- Five sessions organised under the theme 'The Beautiful Ones Are Not Yet Born: The Academic Journey'.
- Six Connect@1 sessions organised.

Universities South Africa (USAf) participation in the Higher Education Leadership Management Programme (HELM)

The Division coordinates internal UJ application processes for participation in various programmes offered by the Universities South Africa (USAf) through the Higher Education Leadership Management Programme (HELM). This is done by inviting faculties to submit nominations for participation in the programmes. In 2022, USAf invited HODs to register for and attend the Foundations of Leadership Part 2 online between August and September 2022. The programme covered the following topics:

- Session 1: Aligning strategy and operations
- Session 2: Value based and efficient resourcing
- Session 3: Leading and managing people for effective performance

Another HELM programme coordinated by the Division in 2022 was the HELM Women in Leadership (WiL) Programme. UJ staff members, Dr Tebogo Mashifana and Prof Wai Sze (Grace) Leung, participated in the programme spanning several months.



CENTRE FOR ACADEMIC PLANNING AND QUALITY PROMOTION (CAPQP)

Academic planning

Programme working group (PWG) meetings are administered by the Centre for Academic Planning and Quality Promotion (CAPQP) and are held monthly, which streamlines the process of approval for both full and short learning programmes. CAPQP also quality checks amendments to Senex prior to submission. Extensive training was held on the new Higher Education Quality Committee (HEQC) application process and the use of the Academic Planning Tracking System (APTS). CAPQP provides extensive support and assistance to faculties across a variety of programme and quality assurance areas. Internal programme amendments reviewed by CAPQP at the request of Senex are noted in PWG minutes prior to appearing at Senex.

CAPQP's academic planning team submitted three new programme accreditation applications to the CHE in 2022, including two external amendment applications. In terms of approvals, the following can be reported:

- DHET approved six PQM applications (four new and two amendments).
- The HEQC approved amendments as follows: one title change, and ten newly accredited programmes.
- The University received two conditional accreditations from the CHE. Of the five nursing postgraduate diplomas, three are now fully accredited with one awaiting full accreditation status after the outstanding South African Nursing Council (SANC) letter was submitted. The remaining 'prior to commencement' condition awaits an outstanding SANC letter. SANC's promulgation of the postgraduate diploma requirements has continued to delay the release of the approval letters required to complete the accreditation process.
- A wide variety of specialisations in the multidisciplinary Master of Philosophy and Doctor of Philosophy degrees, which were accredited in 2020, were approved in 2021, which demonstrates the clear need for these programmes and the flexibility they provide. These programmes have been implemented across faculties in 2022.
- SAQA has registered nine new qualifications for UJ.

Internal programme reviews

In 2022, 12 internal programme reviews were completed across the College of Business and Economics (CBE), Faculty of Art, Design and Architecture (FADA), Faculty of Engineering and the Built Environment (FEBE), and Faculty of Humanities. The 12 reviews surveyed diploma and advanced diploma programmes, three coursework master's programmes, and one undergraduate degree. An additional 11 programme reviews that were initiated in 2022 (in CBE, FADA, Humanities and Law) will be completed in Semester 1 of 2023. These programmes include diplomas, undergraduate degrees, and one master's degree. Programme reviews are comprehensive and engage all staff on the programme as well as external academic and industry representatives.

Professional body accreditations and reviews

In 2022, continued support for professional body processes was provided to the Faculty of Health Sciences in Optometry and Nursing Science. Additionally, four departments in FEBE were visited by the Engineering Council of South Africa (ECSA). In Humanities, the Health Professions Council of South Africa (HPCSA)'s visit focused on a Master's in Industrial Psychology.

Review of UJ research entities

The last phase of reviewing UJ research centres and institutes was concluded in 2022. The entities reviewed included the Confucius Institute, the Johannesburg Institute for Advanced Studies (JIAS), Visual Identities in Art and Design (VIAD), the Centre for Education Rights and Transformation, the Mineral Processing and Technology Research Centre, the Laser Research Centre, the Water and Health Research Centre, and the Centre for Social Development in Africa. The review of the Ali Mazrui Centre for Higher Education Studies was initiated in 2022 and will conclude in 2023.



CENTRE FOR ACADEMIC STAFF DEVELOPMENT (CASD)

The mandate of CASD is to support and contribute to the professional development of academics as teachers in the higher education sector. The work of the Centre is guided by the National Framework for Enhancing Academics as University Teachers and the UJ Framework for the Professional Development of Academics Staff as Teachers. CASD staff provide contextual, relevant and scholarly based learning opportunities for new and established academic staff, heads of departments and tutors to ensure a seamless delivery of quality learning and teaching and enhance student success. CASD provides induction programmes (Academic Preparation Programme and HOD Induction Programme), continuous semester long learning follow-up sessions for new staff and departmental heads on various topics, individual consultations on portfolio preparation, departmental and faculty workshops, an accredited tutor development programme at various levels, as well as a formal Postgraduate Diploma in Higher Education (PGDip Higher Education).

Academic Preparation Programme and follow-up workshops

Two sessions were held in 2022, on 26 to 28 January (Semester 1) and 12 to 14 July (Semester 2), respectively. After the academic preparation programme for staff new to UJ, CASD facilitated 19 follow-up workshops on various topics of relevance in the higher education sector over the course of the first semester, and eight follow-up workshops during the second semester. Feedback on the sessions was positive, and participants found these workshops engaging and very useful in their own practice as teachers in higher education.

HOD induction workshop and follow-up workshops

The HOD induction workshop session was held in Semester 1, with 25 participants attending the session on 2 March and 16 participants attending the session on 4 March 2022. Three follow-up workshops were conducted, addressing the following: Managing Department Finances, Human Capital Matters, and the importance of SLPs. During the second semester these topics were repeated.

Peer observation reports

During 2022, 34 peer observation reports from different faculties were received and reviewed: 17 reports from the Faculty of Science, eight reports from FEBE, six reports from the Faculty of Humanities, and three reports from the Faculty of Health Sciences.

Postgraduate Diploma in Higher Education

This programme is showing promising growth, and in the 2022 academic year, CASD had the highest number of students (32) enrolled for the PGDip (HE) since inception of the offering at UJ, with 19 students completing the programme in 2022.

Teaching and module evaluations

Student feedback on teaching serves as a useful tool for academic staff to reflect on and improve their teaching and assessment practices. Staff provide evidence of improvements in these practices in the teaching portfolios, which they develop for promotion applications. In 2022, CASD generated a total of 1 516 student evaluation reports for taught programmes. In addition, 146 supervision reports were compiled. Development of the in-house, app-based evaluation system was completed in 2022, and the system will be launched at the beginning of 2023.

Teaching Portfolio Assessment Committee

Staff in CASD play a significant role in helping staff develop as teachers, engage in scholarship of teaching and learning, and in becoming reflective practitioners. A total of 91 portfolios were submitted to the Teaching Portfolio Assessment Committee in 2022. Teaching portfolios form an intrinsic component of promotions for academics at the University. In support of preparing teaching portfolios, several academic development initiatives specifically targeted themes such as developing a teaching philosophy, compiling a teaching portfolio, critical reflection on practices and pedagogical underpinnings, teaching and module evaluations as well as peer reviews.



Blended Tutoring Programme

Tutor training continued to follow the College Reading and Learning Association (CRLA) accreditation criteria. It was offered through a blended approach, which comprised both synchronous and asynchronous self-paced training. In 2022, 38 synchronous training sessions were offered, and 1 570 tutors were trained. Given the importance of tutors in teaching and learning, CASD introduced a top tutor award for the best tutors in each faculty in recognition of the role they play in promoting student success at UJ. Top tutor awards were given to 47 tutors across faculties.

Teaching Advancement at Universities (TAU) Fellowship Programme

TAU is a nation-wide intervention, which seeks to advance teaching quality through developing leaders in teaching and learning across all public higher education institutions. UJ, through the DTE, is the lead coordinator and implementer of the TAU programme. In 2022, a further 48 participants drawn from across the higher education sector completed the programme to become TAU Fellows responsible for driving teaching and learning initiatives. The fourth cohort with 53 participants began the programme in July 2022. They will be guided on their fellowship journey by 10 advisors from several different higher education institutions and will complete the programme in June 2023.

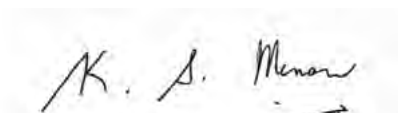
CONTRIBUTIONS OF THE DTE

The Division plays a key role in the national quality system, participating in national quality initiatives, commenting on policy, and undertaking relevant activities. During 2022, staff of the DTE served as members of the CHE Audit Panels for the University of the Cape Town (Dr Kirti Menon) and the University of Fort Hare (Ms Gloria Castrillón). Dr Menon served as the Chair of the task team for the CHE investigation into online and blended learning.

DTE staff have been actively pursuing research and this has resulted in a number of research outputs as approved by DHET. In addition, Dr Angie Magabane of the DTE received her doctorate.

Dr Nelia Frade was a recipient of the VC's Distinguished Award for service beyond the normal call of duty. She is also a project lead of the HELTASA Student Learning Scholarly Project team and part of the team that hosted several workshops.

Dr Naidoo (Director: CASD) sat as convenor of the Teaching Advancement at Universities (TAU) project and is also the coordinator of the Southern African Learning and Teaching (SAULT) Forum. She serves on the national coordinating committee of the National Framework for the Enhancement of Academics as Teachers. She is one of four members of the national project team researching the nature and scope of the field of academic development across the South African higher education landscape. She is also on the editorial board of the *SoTL in the South Journal*. In 2022, she completed the UJ Women's Leadership Development Programme and was a participant in the inception phase of the University Lecturer Development Programme offered by Universities South Africa.



Kirti Menon (Dr)

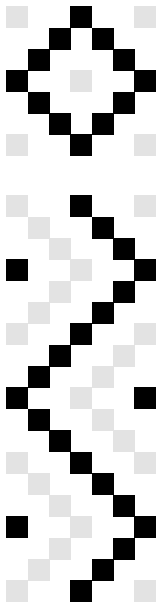
Senior Director: Academic Planning, Quality Promotion
and Professional Academic Staff Development







Section NINE



Research and Innovation, Internationalisation, and the Library and Information Centre

OVERVIEW AND GOVERNANCE

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

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

Saurabh Sinha (Prof)

Deputy Vice-Chancellor:
Research and Internationalisation



Research and Innovation

The various divisions in Research and Innovation, Internationalisation, and the Library and Information Centre support a range of UJ's strategic key initiatives, including research, postgraduate studies, innovation and technology transfer, and global excellence and stature (GES). This report integrates contributions by the Research Office/Research and Innovation Division, Postgraduate School, and the Strategic Initiatives and Administration Unit.

OVERVIEW

A year of excellence beyond doubt! This is a fitting way to describe the performance of (UJ's Division of Research and Innovation in 2022. While the country and the rest of the world slowly recovered from the disruption and effects of the COVID-19 pandemic, the Russia-Ukraine war started, creating other forms of disruption particularly on the economy. Yet our scholars, postgraduate students, postdoctoral research fellows, research associates and staff continued to demonstrate resilience in the midst of these challenges. It was in 2022 that UJ submitted the highest number of research output units yet to the Department of Higher Education and Training (DHET) for accreditation, thus increasing the University's chances of ascending to the number one position in terms of DHET-accredited publications in the country. In March 2022, UJ also submitted its highest number of NRF rating applications yet to the National Research Foundation (NRF). Furthermore, the University submitted and was awarded two new SARCHI Chairs by the NRF – a SARCHI Chair in Green Hydrogen, and a SARCHI Chair in Blockchain Technology.

Other big wins of 2022 include two large equipment grants awarded through the NRF's National Equipment Programme (NEP), while the SARCHI Chairs that underwent five-year reviews received positive or conditional approval for continuation and support for a further five-year cycle. Both the NEP grants and the new SARCHI Chairs provide an excellent start towards our efforts to raise external research income for 2023.

The quality and the impact of the work produced by our staff and students are evident in the outcomes of various global rankings. In 2022, UJ ranked #1 in South Africa, #2 in the continent, and #69 globally, according to the Times Higher Education (THE) Impact Rankings; while the QS World University Rankings ranked UJ #2 in South Africa. Furthermore, in terms of the United Nations Sustainable Development Goals (SDGs), a metric that features strongly in THE Impact Rankings, UJ was ranked #3 in the world for SDG 1: *No Poverty*, and #8 in the world for SDG 8: *Decent Work and Economic Growth*.

RESEARCH AND INNOVATION

Research productivity, creative outputs and innovations

UJ has experienced double-digit average annual growth in research publication outputs since its inception, and this remarkable trend continues. In May 2022, UJ submitted a total of 4 555 publications authored in



2021 to DHET for accreditation and subsidy; an increase of over 22% compared to the previous year. The submission comprised 3 530 articles published in accredited peer-reviewed journals, 479 books and chapters, and 546 conference proceedings. The biggest increase in outputs occurred in books and chapters (with a 47% increase compared to the previous year), while journal articles continued to comprise the largest proportion of UJ's publication outputs, constituting 77% of the total publications. Together, the publications submitted in 2022 accounted for 2 818 DHET subsidy units, representing an exceptional 19% increase over the previous year's submission.

To place the 2022 performance in context, UJ's annual submission of publication units has increased by an average of 15% per annum, or 14% when measured in terms of compound annual growth rate (CAGR). CAGR accounts for volatility during the reporting period and indicates the steady mean growth rate over time. Provisional feedback from DHET is that just under 98% of the publications submitted were accredited (this is among UJ's highest annual success rates) with UJ provisionally being awarded 2 753 units: 2 006 for journal articles, 236 for conference proceedings, and 511 for books and book chapters.

Similar trends are also evident in the increase in UJ's publications indexed in the prestigious international Scopus publication and citation database. Scopus-indexed publications increased from 221 in 2005 to 4 783 in 2022, representing a CAGR of 19%; more than double that of the South African higher education sector, which achieved an 8% CAGR over the same period. UJ's above-average increase in research productivity has not come at the expense of quality or the scientific impact of the publications. Scientific impact can be measured using several citation-based metrics, one of the most important being the field-weighted citation impact, or FwCI. FwCI indicates how the number of citations received by an institution's publications compares with the average number of citations received by other institutions' publications with similar profiles (i.e. those publishing in similar fields and output types), over the same time period. In 2005, UJ's publications received 12% fewer citations than the world average for similar publications. Over time, UJ's average FwCI has increased to 29% greater than average, and at the time of reporting, UJ's 2022 publications are currently being cited at a rate of 49% higher than the world average.

Other important bibliometric indicators reveal that for UJ's publications authored in 2022, 25% appear in the top 10% of the world's highest impact journals (as measured by the CiteScore journal impact factor) and 19% appear in the top 10% most cited publications worldwide. Again, to place UJ's performance in context over the recent five-year period, UJ achieved a CAGR in FwCI of 3,4% compared to the South African higher education sector at 1,7%. UJ's percentage of research output in the top 10% most cited publications worldwide was 14%, against a South African average of 12%. Over the past five years, UJ's outputs have also accrued an average of 9 citations each, and UJ has achieved an impressive institutional h5-index of 96, indicating that UJ's top 96 most cited publications have received at least 96 citations each. This is a remarkable achievement over such a short period given that citations take time to accumulate.

External research income

By 31 December 2022, UJ had received a total of R312 million in external research income, thus 42% above the target of R220 million. The University's largest source of research income remains the NRF and other local funders, including the Technology Innovation Agency (TIA); banks, e.g. Standard Bank and Nedbank; Sector Education and Training Authorities (SETAs) including MerSETA and Wholesale and Retail SETA as well as FoodBev SETA; the National Institute for the Humanities and Social Sciences (NIHSS); the South African Medical Research Council (SAMRC); and the Water Research Commission (WRC), just to name a few. Of the R312 million, only R20 million was received from international sources. Significant effort is therefore required to increase the proportion of funding from international sources going forward.

Research and Innovation/Ideation Chairs

Since its first Chair awarded through the NRF's South African Research Chairs Initiative (SARChI) in 2009, the number of Research and Innovation/Ideation Chairs at UJ has grown to 26 – with 19 SARChI Chairs and seven others, including two UNESCO Chairs. The newest SARChI Chairs at UJ were awarded in December 2022, namely the Sasol/DSI-NRF SARChI Chair in Green Hydrogen, and the SA-Swiss Bilateral Research Chair in Blockchain Technology. Both SARChI Chairs are at Tier 1 – *Tier 1 Research Chairs will be tenable for five*



years, renewable for two further five-year funding cycles giving a total lifespan of 15 years, subject to satisfactory performance by the Chair following each five-year in-depth review”.

The Sasol/DSI-NRF SARCHI Chair in Green Hydrogen is led by Prof Tien-Chien Jen (Faculty of Engineering and the Built Environment (FEBE)), with Prof Reinout Meijboom (Faculty of Science) as the co-principal investigator. The research focus of this Chair is to advance the green hydrogen economy from production to application.

Prof Nnamdi Nwulu (FEBE) is the Chairholder/Principal Investigator (PI) for the SA-Swiss Bilateral Research Chair in Blockchain Technology, with Dr Luca Mazzola as the co-PI from the Swiss side. The cardinal aim of this Chair is to integrate the essentiality and features of the blockchain technology into supply chain management, using the exportation of goods in South Africa and Switzerland as focus areas of implementation.

In addition to the two SARCHI Chairs awarded, UJ submitted an expression of interest to the NRF to host co-funded SARCHI Chairs in line with the NRF’s core focus of co-funded Chairs, aimed at *“assisting willing universities and other public research entities to accelerate transformation and maintain research excellence consistent with requirements of the SARCHI in research areas aligned to Sustainable Development Goals (SDGs) and National Priorities, such as South Africa’s Medium-Term Strategic Framework (MTSF) priority outcomes and the DSI-driven grand challenges”*. The University is proposing to host several co-funded SARCHI Chairs, which will be located across various faculties, including the Faculty of Science, the Faculty of Health Sciences, and the Faculty of Engineering and the Built Environment. At the time of writing, UJ was still awaiting feedback from the NRF in terms of those prospective SARCHI Chairs that will be invited to submit a full proposal for consideration.

Prestigious recognition of UJ researchers and NRF ratings

Over the past few years, UJ has received numerous accolades awarded to the University or to its researchers, with over 110 prestigious awards and recognitions awarded in 2022. As part of these prestigious awards and recognition, the University also tracks appointments to company boards, councils, and task teams. Representation on boards and councils, for example, allows our scholars to play a role in shaping and influencing various national policies. In 2022, a number of our scholars were appointed to these structures, including the following:

- Dr Kirti Menon, Senior Director: Division for Teaching Excellence, was appointed by the Council on Higher Education (CHE) as the chair of the task team on Online and Blended Learning.
- Dr Beate Stiehler-Mulder (College of Business and Economics) was appointed as the Wholesale and Retail (W&R) SETA leadership chair for Gauteng. Dr Stiehler-Mulder is a senior lecturer in the Department of Marketing Management, which is within the School of Consumer Intelligence and Information Systems in the College of Business and Economics.
- Dr Varoshni Nadesan (Faculty of Humanities) was appointed to the Professional Board for Social Work as the Africa representative on the international task force for the implementation of global standards for social work education. The Professional Board is a statutory board mandated by the Social Service Professions Act to regulate social education, training and practice in South Africa. Dr Nadesan has been elected to represent higher education institutions offering education in social work. The task force comprises five other members from Virginia and Minnesota (USA), Parma (Italy), Stockholm (Sweden), and Hong Kong.
- Dr Trevor Ngwane (Faculty of Humanities) was appointed to the board of My Vote Counts, an organisation that conducts research and advocacy to ensure that the electorate and the general public can exercise their political rights and make political choices from an informed position. This is primarily information related to the funding of political parties and independent candidates, the electoral system and its processes, and intra-party democracy.
- Dr Bongani Ngqulunga (Faculty of Humanities) was appointed to chair the Social and Human Sciences Sector of the South African National Commission of UNESCO.
- Prof Brendon Barnes was appointed to chair the steering committee of the DSI-NRF Centre of Excellence in Human Development.
- Prof Tankiso Moloi (College of Business and Economics) was appointed as the chairperson of the Africa Regional Engagement Group (REG) of the Association of International Certified Professional Accountants.



Research awards received include:

- An NRF Research Excellence Award in the Early Career/Emerging Researcher category was awarded to Prof Mpho Raborife (Institute for Intelligent Systems).
- Two NSTF-South32 Awards, one awarded to Prof Bonathile Makhubela (Faculty of Science) in the category: Emerging Researcher, Green Economy. The second recipient was Prof Simon Connell (Faculty of Engineering and the Built Environment) for the MinPET project, awarded in the category: Innovation Award – Corporate Organisations.
- Other UJ scholars who were finalists in the 2022 NSTF-South32 Awards were Prof Omotayo Arotiba (Faculty of Science), and Prof Nonhlangabezo Mabuba (Faculty of Science).

A total of 275 UJ academics had an NRF rating by 31 December 2022, with 7 As; 54 Bs; 161 Cs; and 53 Ys. In March 2022, UJ submitted 92 NRF rating applications to the NRF and if successful, these ratings would become valid on 1 January 2023. At the time of writing (February 2023) UJ had a total of 300 NRF-rated researchers (6 As; 54 Bs; 174 Cs; and 66 Ys), thus adding to the growing number of rated researchers at the University.

Applied technology-driven research and innovation, including commercialisation of research

The UJ IP portfolio continues to grow, with a total of 64 provisionally or fully registered patents reported by 31 December 2022. Filing decisions are aimed at expanding the portfolio of high-quality UJ IP with potential application in industry and/or society, in a cost-effective manner. In 2022:

- 19 invention disclosures were received by the UJ Technology Transfer Office (TTO).
- 13 patent and design applications were filed, representing 5 families (i.e. unique inventions/designs), covering 8 territories.
- 2 patents were granted.
- 7 industrial designs were registered.
- 1 trade mark was registered.

Four new projects were awarded seed funding by the Technology Innovation Agency (TIA), while seven projects received funding from the UJ GES 4.0 Innovation Advancement Fund. These awards were made to projects with activities that will assist in advancing their commercial potential.

During the period under review, the UJ TTO was selected to participate in the Entrepreneurship Development in Higher Education (EDHE)'s Economic Activation Office (EAO) pilot project. As part of the EAO project, the TTO hosted an entrepreneurship stakeholder engagement forum in March 2022 with a view to establishing a UJ entrepreneurship hub. For Student Entrepreneurship Week, a Studentpreneur Expo was organised, affording student entrepreneurs a marketing opportunity to showcase their businesses to the campus community. An 'IP-athon' (IP hackathon) was held in which aspiring student entrepreneurs were tasked with developing a viable business concept for various UJ technologies, with a view to making these technologies available for licensing to the students concerned.

Postgraduate output and support

Enrolment and graduate monitoring

Monitoring postgraduate graduates for the 2022 graduation cycle commenced in April 2022 and will conclude in March 2023. The overall postgraduate graduation target for 2022 was set at 3 887. Reporting as of 6 February 2023 indicated that a total of 3 316 postgraduate students had graduated. A further 706 potential graduates were due to graduate at the ceremonies in March 2023. In terms of the different postgraduate categories, at honours level, 1 891 graduated, 741 at master's level, and 145 at doctoral level. The number of South African black graduates is an important postgraduate target; the number of South African black doctoral graduates increased from 40 in 2018 to 85 in 2020, but dropped to 75 in 2021. The monitoring of 2022 enrolments in comparison to 2021 statistics confirmed that the University's postgraduate headcounts increased by 531 (4,9%), from 10 863 in 2021 to 11 394 in 2022. The total headcount was 374 (3,4%) above the target at the PG level. The PG below master's headcounts decreased by 30 (0,7%), from 4 382 to 4 352. The master's headcount increased by 8%, from 4 781 to 5 125, which is 236 (4,8%) above the target. The doctoral headcount increased by 12,8%, from 1 700 to 1 917, and exceeded the target by 214 (12,6%).



Postgraduate funding

In terms of postgraduate funding, the URC budgeted funds increased from R68 540 079.78 (2021) to R73 601 484.75 (2022). The total URC funds spent as at 31 December 2022 was R71 288 369.51. The unspent amount of R2 313 115.24 was reallocated. The large unspent amount was because several international postdoctoral research fellows (PDRFs) were unable to take up their positions at UJ in 2022. The funds were redistributed to various faculties as additional funding to assist honours, master's, and doctoral students with bursaries. The GES 4.0 budgeted funds increased from R38 150 000 (2021) to R40 740 960 in 2022. The total GES 4.0 funds spent as of 31 December 2022 was R30 485 850.29. The total amount received and spent from external funders was R14 122 443.92. The NRF funds increased from R79 603 686.49 (2021) to R99 564 629 in 2022. The University Research Committee (URC) and GES funding plays a major role in the increase in the number of PDRFs. The Postgraduate School administered 406 postdoctoral research fellows in 2021. This number, however, decreased in 2022 to 276 PDRFs as of 31 December 2022, excluding those who terminated during 2022. The decline in the number of PDRFs is mainly attributable to the delays in the processing of visa applications, as most of our research fellows are international. In total, 141 PDRFs were allocated with URC funds, 16 PDRFs were funded from senior PDRFs budget, 55 PDRFs were funded from GES 4.0, two PDRFs were funded from the rollover budget, and 21 PDRFs were funded from external funds and 41 PDRFs from NRF.

Postgraduate student support

The Postgraduate School affords support to postgraduate students through two units, namely Research Capacity Development (RCD) and Statistical Consultation Service (Statkon).

Research Capacity Development (RCD)

The Unit has three main activities, which are aligned with its mandate and focused its endeavours within these categories guided by set targets to be achieved for 2022. These were:

- Activity 1 – Research capacity development workshops.
- Activity 2 – Online courses, mini courses, SLPs, presentation opportunities and digital resources for postgraduate students.
- Activity 3 – Writing support for postgraduate students.

Activity 1 – Research capacity development workshops

The Unit ran workshops on various aspects of the research process using an online, face-to-face and concurrent face-to-face and real-time streaming mode. Forty workshops and two my postgraduate journey workshops were targeted for 2022. This target was achieved and exceeded in their offering of 57 workshops and four my postgraduate journey workshops. The number of attendees participating in the workshops varied depending on the month of the year and the topic on offer. The highest number of attendees was observed in May (1 076) and the lowest in November (56).

Activity 2 – Online courses, mini courses, SLPs, presentation opportunities and digital resources for postgraduate students

The Unit planned to develop and run online mini courses and provide one-on-one online support and digital resources for postgraduate students. Through an instructional designer, the Unit endeavoured to convert written material to pedagogically sound online learning material. This material was posted and completed on the LMS. The Unit also facilitated the annual Visualise Your Thesis (VYT) and the Three Minute Thesis (3MT) competitions and an interfaculty postgraduate student and postdoctoral research fellow conference. In addition, RCD facilitated one self-access, asynchronous STEM writing mini course and one self-access writing for publication course in 2022.

Activity 3 – Writing support for postgraduate students

During 2022, RCD provided direct writing support for postgraduate students in the form of 386 one-on-one consultations with feedback on written work, online support in synchronous writing mini courses, support in 20 'sit tight and write' sessions, and guidance in three residential writing retreats. The Unit also designed and ran tailored workshops for the various departments and faculties as well as two 'establishing a writing practice' courses. A science communication training workshop was also successfully hosted by the Unit in collaboration with The Conversation Africa.



Statistical Consultation Service (Statkon)

This Unit endeavours to provide a research-orientated service to UJ postgraduate students and staff conducting quantitative, statistically based research. During 2022, Statkon consultants contributed to excellence in research, increase in research output and throughput of students by providing support for 326 projects. Over 50% of projects supported master's students. The second highest percentage of projects supported was for doctoral students. Staff research projects constituted the third highest, while 10% of the supported projects catered for honours students. In addition to new analysis projects, Statkon consultants also provided research design and statistical analysis support for projects carried over from 2021. Consultants continued to facilitate a significant proportion of meetings online, which were the preference of most researchers, and this mode of delivery was executed successfully with minimal disruptions to business continuity. Statkon also prepared 56 online questionnaires for UJ researchers, and their statistical consultants provided post-analysis support for approximately 20 projects.

Strategic initiatives and administration

University Capacity Development Grant

The overarching aim of the DHET University Capacity Development Grant (UCDG) is to support the academic research activities and capacity development of staff, directed mainly towards staff completing higher degrees. In addition, the mobility grant provides opportunities for international travel to establish and support new and existing research collaborations and partnerships. Overall, seven projects listed below were supported in 2022, with a total annual budget of R7.037 million allocated. The seven UCDG projects are:

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

The GES 4.0 Initiative

The GES Initiative was launched in 2014 as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across the University's missions and administrative support functions. The initiative's ultimate goal is to support UJ in sustaining academic excellence for global competitiveness and prominence, while remaining relevant and responsive to the Pan-African agenda.

The GES initiative has several interlinked catalytic interventions whose particular objectives are aligned with and support the KPIs of the University Strategic Plan 2025. In particular, these interventions aim to strengthen academic and research capacity and leadership within the University, with the ultimate goal of increasing research outputs and impact. Of particular relevance are postgraduate and postdoctoral support (covered earlier in this report), the visiting academic programme and the flagship institutes.

Virtual Academic Programme

Although initially viewed as a Visiting Academic Programme, due to the COVID-19 period, this catalytic initiative evolved into a largely *Virtual* Academic Programme. As a result, this aspect of the GES 4.0 catalytic initiative gained further momentum, with more than 95% of the lifespan budget committed. The overall GES 4.0 allocation to the Visiting Academic Programme is more than R120 million; in total (including GES 4.0, GES 1.0, and centrally funded positions), we have close to 150 visiting academics who are supported with these funds. The ROI for the Visiting Academic Programme continues to grow, with a notable contribution towards research output, stature, and student/PDRF/staff mentoring. The majority of our distinguished visiting professors (~60%) are included by Elsevier as among the top 2% of scholars in their respective fields, while ten are included in the Clarivate Highly Cited Researchers list (five list UJ as their secondary affiliation). If one considers only outputs where a monetary value can easily be assigned, 38 (combining GES 1.0 and GES 4.0) visiting/virtual distinguished professors submitted research/scholarly outputs amounting to 102.25 units (up



from 70.31 units for 2021 publications) for accreditation (these are outputs that carry a 2022 date), amounting to R12.98 million in publication subsidy to UJ. The honoraria paid to visiting academics is supported by an ROI analysis (keeping in mind the Council's condition of a 1:1 return on investment (ROI)). It should be noted, however, that the value added (ROI) by this programme extends beyond a monetary value, through the stature added, international collaborative networks, staff/PDRF/student mentoring, and/or workshops.

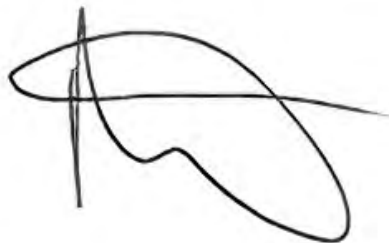
Flagship institutes

UJ continues to grow its national, Pan-African, and international stature through several flagship institutes and programmes, with contributions to research and scholarly outputs, student training, industry linkages, and third-stream income generation. In 2022, 2021 and 2020, the flagship institutes collectively contributed 139.83 units for DHET accreditation. As horizontals across the vertical faculties, the institutes contribute to the UJ academic programme through teaching and learning and postgraduate student supervision. Of note is that the Master's degree in AI (through the Institute for Intelligent Systems, IIS) was accredited in 2021 and commenced with intake in 2022; and that the Master's degree in Development Studies, specialising in Africa and the Caribbean, a joint endeavour between the Institute for Global African Affairs (IGAA), and the University of the West Indies, similarly started in 2022.

Two of the institutes saw some change in leadership. For the Institute for Pan-African Thought and Conversation (IPATC) and the IGAA, Prof Siphamandla Zondi was appointed as the Director following Prof Adekeye Adebajo's departure; Prof Mpho Raborife was appointed as the Deputy Director of the IIS.

The IIS remains hugely successful in establishing longer-term collaborations, linked to external fund leveraging. Examples include Accenture (R50 million over five years) and Growing Up Africa (over R40 millions of in-kind infrastructure commitment). A significant contract was signed with eGov in 2022 (to the value of R68.4 million over three years) to advance training in AI broadly. IPATC promotes innovative global African thought leadership through community-engaged research, teaching, and dialogue. IPATC furthered collaborations that intersect the African Union Agenda 2063, Sustainable Development Goals (SDGs) and 4IR. This is in the context of the priority areas, for internationalisation, as established through the National Planning Commission (NPC).

A number of writing fellows joined the Johannesburg Institute for Advanced Studies (JIAS) Fellowship Programme. The Institute for the Future of Knowledge (IFK) shifted its focus towards utilising 4IR technologies to promote sustainable development. To achieve this goal, the Institute incorporated new research areas, including blockchain and the Cryptoverse (a 3D virtual world), decentralised artificial intelligence and control systems, and work of the future. The IFK also published several opinion pieces in local and international media outlets, including live broadcasts. The UJ Confucius Institute (UJCI), in collaboration with the Culture Office, Embassy of China in South Africa, ushered in the Chinese New Year on 1 February 2022, and the event was well attended by various official guests.



Ndivhuwo Luruli (Dr)

Executive Director:
Research and Innovation



Internationalisation

OVERVIEW

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

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

The 2022 academic year began the transition to a greater physical presence on campus, which included all students returning to campus to continue their studies. With that being said, the COVID-19 pandemic taught us that we can be more agile and innovative during times of crisis with regard to the delivery of teaching and learning. Virtual or hybrid models of teaching and learning will remain, particularly at postgraduate level, and this is reflected in UJ's investment in virtual programme offerings, which are growing at a rapid rate. The Division continued supporting international students with their return to on-campus learning, as well as developing short-term mobility programmes with a strategic focus on virtual programmes. Many of these programmes were developed and conceptualised in collaboration with our international partners. In addition, there was a renewed focus on engaging meaningfully with our U21 partners around joint collaborative projects.

The reporting year proved to be a successful year for internationalisation at UJ. We streamlined our admission processes and reinforced and refined our marketing strategy to attract international students. We increased our number of virtual mobility programmes in consultation with our internal and external partners, and continued engaging with the global community by hosting virtual events. Such events greatly assisted us with keeping open lines of communication with our international students who were unsure about the future and the academic year. Attracting new international students and retaining existing international students continued to pose the greatest challenge due to hurdles faced by the students in terms of funding as well as immigration and visa issues.

The virtual programmes also allowed students to participate in mobility programmes at a substantially reduced cost, and this is reflected in the mobility numbers reported below. Our current number of valid joint programmes indicate that our engagements with international partners are proving to be fruitful and that



the number is in line with the University's target. Particularly significant to 2022 was the continued work with Times Higher Education, Universitas 21 (U21) and BRICS networks. This further elevated UJ's global reputation while ensuring the University's leadership position in influencing the development and governance of global higher education, with special reference to the Pan-African agenda. Also significant in 2022 was the continued upward trajectory of UJ in various rankings bodies, as reflected by 11 UJ subjects rated among the best in the world in the QS World University Rankings by subject. Significantly, in THE University Impact Rankings, which are shaped around the UN Sustainable Development Goals (SDGs), UJ has been ranked in the top 100 universities in the world for seven SDGs with a notable third place in the world for SDG 1: No Poverty (up from fourth position last year), and eighth place in the world for SDG 8: Decent Work and Economic Growth (maintaining a top 10 global placement).

Having been firmly positioned within the University's Global Excellence and Stature 2025 Strategy, during 2022, we started the work on aligning our internationalisation strategy to the UJ 2035 draft strategy. Overall, the work of the Division is informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is facilitated through both intra-university and international partnerships.

OPERATING CONTEXT

In 2022, the Division was made up of the following directorates and units:

- Study Abroad and International Student Services
- Academic Services
- Fundraising and Administration
- International Student Recruitment and Admissions

The UJ Division for Internationalisation has grown from a team of three in 2011 to a team of 15 permanent and two temporary staff members in 2022.

The year 2022 marked the return to the office for UJ staff, after the COVID-19 pandemic. While staff in the Division for Internationalisation adapted to working on campus, most events, information sessions and mobility programmes were still hosted virtually. The number of visiting international delegations to UJ grew exponentially with most meetings taking place on campus.

Study Abroad and International Student Services

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

The Directorate continued focusing on virtual mobility programmes, and engagements with Study Abroad partners and networks, which further ensured that a variety of opportunities were available. Key to providing these opportunities were our strong relationships with Universitas 21 (U21), the Association of Commonwealth Universities (ACU), the International Education Association of South Africa (IEASA) and the South Africa Sweden University Forum (SASUF).

The development of Phase 4 of the outbound online study abroad application system is under way. This phase is aimed at enhancing the system's functionality and creating a more user-friendly dashboard.

Virtual engagements

The University of Johannesburg, in partnership with the University of Illinois at Urbana- Champaign, presented our first virtual World Café on 23 March, titled Racism and Apartheid in South Africa and the United States.

Other engagements included partnering with the Johannesburg Institute for Advanced Study and presenting our second virtual World Café on 21 April with Prof Zakes Mda, author of the book *Wayfarer's Hymns*.

The third virtual World Café took place on 23 August and was a partnership with Birzeit University and the RIGHT 2 EDUCATION campaign, Palestine, titled Education under Occupation: A focus on Palestine.



Physical and virtual mobility figures in 2022

- Inbound students – 19 235
- Outbound students – 22 900

Of these numbers, physical mobilities were 1 133 (inbound) and 681 (outbound). The Directorate delivered three co-funded Africa-by-Bus programmes with the Faculties of Humanities (Botswana), Engineering and the Built Environment (Zimbabwe), and the College of Business and Economics (Namibia). The programme also delivered a upcycle challenge programme with eight student entrepreneurs in the Netherlands in collaboration with NUFFIC Neso, the University of the Witwatersrand and Fonty's University.

Academic Services

Partnerships

The Directorate is responsible for facilitating international partnerships, which include joint/co-badged degrees, and engaging with UJ stakeholders to provide support in the development of short learning programmes (SLPs).

Throughout the year, UJ continued hosting both physical and virtual meetings with international partners and facilitated several high-level engagements with international universities as well as foreign missions. Among other delegations facilitated by the Division for Internationalisation was the delegation led by UJ Vice-Chancellor and Principal, Prof Tshilidzi Marwala, to the Caucasus University, Georgia, in August. The programme included the signing of an MOU between both universities and further discussions regarding collaboration. Caucasus University also bestowed an honorary doctorate on Prof Marwala. Prof Marwala and his senior management team also met with Mr Vincent Spera, Consul-General, US Consulate in Johannesburg, to discuss US-UJ engagements, fundraising and alumni engagement.

In an effort to provide support to UJ academics in developing Pan-African partnerships, Academic Services worked together with a consortium of international offices from different universities, led by the Durban University of Technology, on a successful submission to the University Capacity Development Programme aimed at strengthening African university partnerships. Two presentations were delivered to support internationalisation strategies for the History Department and for the Faculty of Health Sciences as part of their postgraduate programme.

Several Erasmus+ joint degrees and partnership agreements were finalised in 2022. Some of the key strategic Erasmus+ agreements are:

- Sofia University St Kliment Ohridski
- Abertay University
- Babes Bolyia University
- University of West Attica
- University of Economics, Varna
- Groupe ESPI
- Vytautas Magnus University
- University of Akureyri
- University of Gdansk
- University of Patras
- Kaunas University of Technology

The following joint degrees were completed:

- Montpellier University
- STeDe University of Padua
- Aalborg University

The following Pan-African academic partnerships were renewed and are presently active:

- MOU – Obafemi Owolowu University (Nigeria)
- MOU – University of Energy and Natural Resources (Ghana)
- MOU – Kumasi Technical (Ghana)



- MOU – Fourah Bay College (University of Sierra Leone)
- MOU – University of Nairobi
- MOU – Open University Mauritius
- MOU – Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAM-AUSTED) (Ghana)
- MOU – Bolgatanga Technical University (Ghana)
- MOU – Babcock University (Nigeria)
- MOU – Ahmadu Bello University (Nigeria)
- MOU – Namibia University of Technology (NUT)

Fundraising and Administration

The Directorate Fundraising and Administration is responsible for coordinating and managing international funding initiatives to support student and staff mobility; this includes management of administration and governance within the Division.

During 2022, a total of R31 903 501 was raised by the Directorate. The Faculty of Law received an R8 million design phase grant from the Co-Impact Gender Fund. UJ is a lead applicant in a consortium project with the South African Chapter of the International Association of Women Judges (SAC-IAWJ), Women in Law South Africa (WOZA) and Mapongwana Attorneys. The project aims to develop a New Generation of Women in Law in Africa.

The Centre for Cyber Physical Food, Energy and Water Systems (FEBE) received R14 million from the Erasmus+ Capacity Building for Higher Education towards developing a master's degree in the field of Energy Poverty Alleviation Technologies. Lastly, the Faculty of Education received funds from the Carnegie Fellowship Programme to host a scholar under the African Diapora Fellowship Programme.

Under the Scholarship Programme, both the Zimbabwe Presidential Office and the Gabon Scholarship continued to support their students with scholarships totalling R7.8 million and R331 281, respectively. The Chinese Consulate-General increased their support under the Belt and Road Initiative to R240 000. They also generously donated R100 000 towards Funda UJabule School.

A fundraising drive was piloted targeting Zimbabwe corporates. Through this initiative, the JBS is concluding an agreement with BankABC to deliver digital transformation courses to its employees in 2023.

International Student Recruitment and Admissions Unit

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

2022 headcount – formal degree/diploma programmes

- Undergraduate – 2 437
- Postgraduate – 1 808

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

Physical international recruitment resumed in 2022. The team visited both Lesotho and Botswana in April and June to conduct information sessions at:

- Lesotho China Fellowship Collegiate
- Lesotho High School
- Machabeng College
- Sofia International School
- Legae Academy
- Livingstone Kolobeng College



- Mara A Pula
- Regent Hill International School

To further enhance our marketing, the Division for Internationalisation makes use of the Keystone targeted digital marketing platform to generate leads for all our qualifications and courses. The Keystone platform was utilised to advertise all undergraduate and postgraduate programmes, and follow-ups were undertaken with prospective applicants by email. Colleagues also kept in touch with guidance teachers from schools in SADC, and East and West Africa for leads and information on applications and admissions.

In October, we concluded a digital web banner campaign in the following five African countries: Ghana, Kenya, Namibia, Nigeria, and Tanzania. The web banner campaign was conducted simultaneously with a newspaper print advert campaign in Lesotho and Namibia.

GLOBAL REPUTATION (MARKETING, EVENTS AND VISITS)

Global advertising for 2022 included both print and digital advertising. The Division for Internationalisation produced the 2023 Z-Card, which provides information for international applicants, ran a newspaper print advert campaign in two countries on the continent, and finalised a recruitment campaign through web/mobile banner advertising in seven African countries.

UJ maintained its strength in the global rankings, and 11 UJ subjects were rated among the best in the world in the QS World University Rankings by subject. The 2022 THE University Impact Rankings, which are shaped around the UN Sustainable Development Goals (SDGs), also ranked UJ in the top 100 universities in the world for seven SDGs.

In March, UJ Strategic Communications, within University Relations, in partnership with the Division for Research and Innovation, Internationalisation, and the Library and Information Centre, hosted a hybrid event, titled Influencing through Thought Leadership, which provided guidance and insights on turning research into an opinion article that is accessible and compelling for broader audiences.

In September, the Vice-Chancellor and Principal, Prof Tshilidzi Marwala, hosted a luncheon for H.E. Ambassador Aurélien Lechevallier, Embassy of France to South Africa and his team, to review the recently completed French Research Week and discuss French partnership development.

In October, the NRF, in partnership with the Embassy of Sweden in Pretoria, the University of Johannesburg and The Conversation Africa, hosted a hybrid event, titled Science Communication and Media as a Catalyst for Activism and Social Justice.

In August, the Division for Internationalisation, in partnership with the Embassy of France in South Africa and Campus France, hosted a virtual information session focusing on the French Scholarship Programme.

In March, the Division for Internationalisation, in partnership with the Taipei Liaison Office in the Republic of South Africa, hosted a virtual session regarding the Taiwan Scholarship Programme for undergraduate and postgraduate studies.



Ylva Rodny-Gumede (Prof)
Senior Director: Internationalisation



Library and Information Centre

For 2022, the strategic objective of the Library and Information Centre (LIC) was reconnection. After COVID-19, there was a need for staff to reconnect with each other, for students to reconnect, for the Library to reconnect with stakeholders and for the librarians to develop a deeper understanding of the students and their needs post-COVID. With reconnection as the strategic focus for the year, the Library identified four areas in which connection and reconnection were important. First was in leading conversations about the role of libraries in the post-COVID world. Second was to create new platforms through which to offer an enhanced service to customers, enabling users to reconnect to all the library resources more fully. Third was to share the insights and findings of the UJ Library with the wider world; and fourth was to find ways to give back to the community.

LEADING THE CONVERSATION

Rethinking circulation desks

During COVID, the demand for e-books became much greater, and it is unlikely that there would ever be a demand for print books in the way there had been before COVID. This change has had a significant impact on the work of the staff at the circulation desk. These staff members had been responsible for issuing print books, and ten years ago, there were long queues of people at the circulation desk waiting to have their books manually issued. E-books are downloaded online and there is no need for people to physically issue the books; in addition, each UJ library has a self-check machine, which students and staff use to issue physical books automatically. This has led to questions about what staff at the circulation desk should be doing. In 2022, UJ hosted the first Circulation Symposium in South Africa, online. More than 120 people from various parts of the world attended the symposium, discussing the changing work of the circulation staff and suggesting new ways in which these staff members could be supporting library patrons. At UJ, this discussion had already been taking place for a few years, and the circulation staff members at UJ were able to share their experiences of their changing work as they assist students with queries, searches and offer them support.

Negotiating better purchasing deals

Over the last few years, the move from physical books to e-books has not been the only change in how people access information. Another significant shift has been the move to Open Access, and with this has come the article process fees that publishers demand of authors who would like to publish their articles in Open Access journals. In South Africa, the consortium that negotiates the cost of journals is SANLiC, the



South African National Libraries and Information Consortium. In 2022, Prof Maria Frahm-Arp was elected to the board of SANLiC and worked hard with the SANLiC colleagues to negotiate lower publishing costs for journals and for the reduction and in some cases abolishment of article processing fees. By the end of 2022, not all the negotiations had been completed, but several very favourable deals had been agreed on helping academic libraries to get more for their money and ensuring that authors do not need to pay such high article processing fees.

Evidenced-based decision making

Since 2018, when Prof Maria Frahm-Arp took over as Executive Director, she brought about a change in the decision-making process by emphasising the need for the collection of accurate library data and using this for evidence-based decision making. Early in 2022, Ms Happy Mphahlele and Ms Nomoya Mahlangu from the UJ Library started a small working group for librarians exploring how best to use library data and statistics. This group rapidly grew into a group of over 60 librarians from all the academic libraries in South Africa. The group met once a month and held a very successful conference in the second half of 2022. Through the work of this group, UJ Library is leading the conversation as to how libraries collect, manage, analyse and use their data to make informed decisions.

Student surveys

Part of understanding library statistics is also understanding the needs of the students, and in 2022, the Library asked both undergraduate and postgraduate students to complete a survey. Through this survey, it became clear that one of the issues students were struggling with was how to connect with other students and learn more about the University. To address this, the Library partnered with UJ Sport, PsyCaD, Student Affairs and Campus Health to run a number of student expos on the different campuses. There were gazebos and information stands, live music and many free gifts for students to win at these expos. Various speakers and authors were invited to address the students on a variety of different issues, and these talks attracted huge crowds of students. The expos were enormously successful and led to higher numbers of students coming in to use the Library.

NEW PLATFORMS

New digital platforms

A second challenge that students identified in the survey was that not all library resources were equally easy to locate and use. This was addressed in 2022 with the implementation of new digital platforms. The Library had been working with older platforms that were often cumbersome to use. In 2022, the Library moved onto two new platforms, Esploro and Summon, and a new authentication system, OpenAthens. These make it much easier for users to find information. During 2023, the Library will be running a number of workshops for staff and students showing people how to use these new platforms and explaining all their exciting functionalities. A further change during 2022 was the move of the whole library operating system, Sierra, off the servers and onto the cloud.

A renewed Makerspace

During lockdown, it was not possible for students to use the Library Makerspace. One of the exciting things about 2022 was seeing all the new equipment installed in the Makerspace on DFC and watching how students gravitated to this space. Students from a wide variety of disciplines came to the Makerspace and used it for their projects and research.

RESEARCH AND PUBLICATIONS

UJ Press

One of the key successes of 2022 was the UJ Press. The Press was able to buy back files from a number of other university presses that were no longer viable, and this enabled the Press to grow rapidly. The Press uploaded 104 book titles onto the platform in 2022, with 30 of these Open Access. During the year, the Press published 15 titles and have 57 titles in process for 2023, which is a remarkable achievement. One key to



this success has been the extensive and comprehensive online marketing done for each book. Authors who publish with the Press can choose whether their books should be made available as physical print books or only as electronic books; they can also choose whether the books should be Open Access or pay to read. All these various options made it possible for each author to select the best platform for their book. As the Press developed, they also made contact with Exclusive Books and several book launches were held at Exclusive Books in Rosebank during 2022.

The UJ Library publishes its first book

One of the books that received the highest number of reads and downloads on the UJ Press platform was the edited book published by the UJ Library. The book, entitled *Academic Libraries – Reflecting on Crisis, the Fourth Industrial Revolution and the Way Forward*, was edited by Dr Anette Janse van Vuren, a previous Executive Director of the Library, and has chapters from authors who are both librarians and non-librarians. Some of the chapters began as papers given by the authors at one of the UJ Library annual international conferences held between 2018 and 2021. In 2023, the Library will publish another edited collection exploring academic libraries in Africa in which authors share their challenges and successes.

SUPPORTING OTHERS

Sharing ideas with libraries nationally and internationally

An important impetus for the above book, *Academic Libraries – Reflecting on Crisis, the Fourth Industrial Revolution and the Way Forward*, was to create conversations in which librarians and users of libraries could come together and share best practices, innovate ideas and celebrate the exciting world of information sharing. These attributes of innovation and collaboration are what the UJ Library has become known for. In 2022, the City of Johannesburg (CoJ) Library approached the UJ Library team to ask if they would help the CoJ Library embrace digital transformation. Over a series of four day-long workshops, the UJ team worked with the leadership team of CoJ Library, sharing experiences, challenges and achievements. Dr Elize du Toit, the Teaching and Learning Librarian at the UJ Library, was asked by the Fort Hare University Library to help them design an information literacy module for their first-year students. The Library Systems Management team were asked by Oxford Brookes University in the United Kingdom to demonstrate and explain how they had developed the UJ Library app, which is one of the most integrated and user-friendly library apps available worldwide.

Raising funds for students

A key concern of the staff in the Library is the wellbeing of the students, and in 2022, the Library was able to get a R140 000 grant for student bursaries from the New Settlers Foundation. The money was awarded to final-year, top-performing students who had outstanding debt. This money enabled students to clear their debt with the University and ensured that in 2023 they would be able to graduate.

Library task teams

The Library began working with task teams in 2018, which had provided a successful way in which particular projects had been achieved. In 2022, the Library ran a number of task teams focused on supporting the community, particularly in Soweto. Several UJ Library staff worked at a school in Soweto to establish a library there. They painted the space, found books and set up a whole cataloguing system for the school library. This was such a success that going forward staff would like to do more such projects.

CHALLENGES AND THE WAY FORWARD

Water shortages

Some of the key challenges that the Library faced in 2023 are problems related to water shortages, particularly during high levels of load shedding. The SWC Library had to be closed a number of times during 2022 due to a lack of water. Water shortages on APK have become a major issue as there are often over 4 000 people in the Library at one time, on any given day. A lack of water poses real health and hygiene risks for staff and students.



Ongoing maintenance

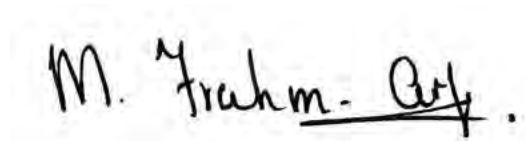
While the various libraries across the different campuses are currently well maintained, continual repairs and upgrades to the buildings are necessary. If there are budget cuts going forward and maintenance issues are not addressed, the Library will be at risk and may not be able to meet all the compliance standards. It will therefore become important for the Library to begin to raise external funding for maintenance and infrastructure upgrades. Raising external funding will be a key focus of the executive team in the Library in 2023.

Coffee shops

During 2022, the coffee shops at APK and DFC both become operational and grew in popularity as the year progressed. A key challenge for the Library will be to work with STH to make both these coffee shops financially viable by the end of 2023.

Making the Library known to all students

A key challenge faced by the Library is that students joining UJ in 2023 may come from schools where libraries have increasingly been phased out. During COVID, many schools encouraged their learners to find information online, and this has led schools to rethink the need for libraries at their schools; a number of private schools in Johannesburg closed their libraries after COVID. The result is that more and more students come to UJ without understanding what a library is, what resources they can find there, and how librarians can help them. In 2023, the Library will have to focus specifically on offering interesting and informative orientation programmes so that students quickly learn what the Library is and how much the Library and the librarians can help them in their studies.

A handwritten signature in black ink, reading "M. Frahm-Arp." with a period at the end. The signature is written in a cursive, slightly slanted style.

Maria Frahm-Arp (Prof)

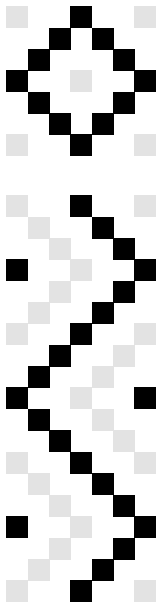
Executive Director:

Library and Information Centre





Section TEN



Faculty Performance

OVERVIEW AND GOVERNANCE

This review reports on the one College, the one School and the seven Faculties that are reflected in this section, listed in alphabetical order.

This structure is the result of a process of evolution over the past decade, which has responded to ongoing changes in the world of work and in the qualifications and skill sets required of graduates, to ensure that they are well equipped to contribute as critical citizens to the labour market and to society more broadly.

During 2017, the Faculty of Management, and the Faculty of Economic and Financial Sciences were merged to create the College of Business and Economics (CBE). The College came into being on 1 July 2017. In terms of governance, the College follows the same rules that apply to the seven faculties.

In September 2020, the UJ Council ratified the Johannesburg Business School (JBS), hitherto a component of the College of Business and Economics, as a standalone faculty separated out of the College of Business and Economics, with the Dean of the JBS reporting to the DVC: Academic. Towards this end, policy modifications, staff restructuring and new systems and processes were instituted to formalise this arrangement and move towards greater levels of autonomy and decision making; and the Johannesburg Business School was repositioned as a faculty equivalent from the start of 2021.

In the following, use of the term faculty also includes the College and the Johannesburg Business School.

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

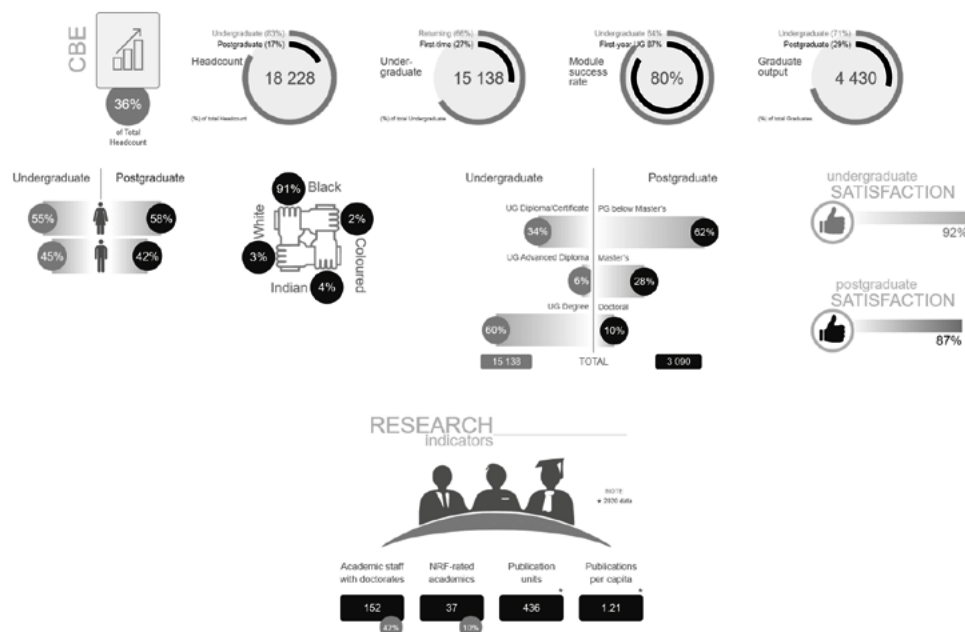
Prof Sehaam Khan

Deputy Vice-Chancellor: Academic



College of Business and Economics

OVERVIEW



INTRODUCTION

The academic year marked a welcome turning point as we gradually emerged from the most intense period of the pandemic. We could offer face-to-face teaching, and campus returned to life as staff and students slowly returned. It has been wonderful to come together again as a community and reconnect in person while keeping hold of some of the lessons from the pandemic about how to use technology more effectively.

The College of Business and Economics (CBE) operates in an increasingly uncertain global context. The ongoing war in Ukraine and international political tensions threaten academic collaboration, and global supply chains continue to be disrupted as the world recovers from the COVID-19 pandemic. High inflation has resulted in moves by the South African Reserve Bank to increase interest rates. The cost-of-living crisis is hurting our staff and students.

The last two years have seen a period of turbulence for the University, South Africa, and the globe. Despite concerns early in the pandemic about whether the academic project would withstand the pressures, CBE's performance during this time has been strong.



This academic year also marked the start of a transition at CBE. As the new Executive Dean since 1 January 2023, I write this report reflecting on an incredible year of research, events, and student support activities at CBE. I also feel enormous gratitude for the outstanding output from our researchers and scholars and for the hard work and dedication of all our staff under the leadership of Prof Daneel van Lill, who has been at the helm since the CBE's establishment in 2017.

While I invite you to join me in reflecting on this past year in the pages ahead, I hope you are also inspired to commit to helping chart our very bright future at CBE.

Highlights and key statistics from 2022 are set out in the infographic above, along with narration that follows, including our way forward for the future.

STAFF

Demographic profile

CBE attracts, recruits, and retains the best research, teaching, and professional staff responsible for offering excellent services to all our stakeholders. In its services, CBE had 514 employees comprising 353 (69%) academic staff and 161 (31%) professional support staff. International staff members make up 17% of the academics. Over 42% of our academic staff have doctoral qualifications. The number of staff with higher degrees is increasing due to research support initiatives made available to CBE.

Regarding staff equity, the economically active population (EAP) is used as a benchmark to assist CBE in analysing the workforce to determine the degree of under- or over-representation of different groups. Furthermore, the sustainable development goals urge the world to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making and to promote equal pay for work of equal value. White females remain the most highly represented group at 19% (exceeding their EAP by 15 percentage points). Black males and females are significantly under-represented at 18% and 25%, lower than their EAP by 26 percentage points and 11 percentage points, respectively. CBE has one staff member with a declared disability. This area, therefore, remains a critical challenge and point of focus for a more inclusive work environment.

Staff development

Lifelong learning is at the heart of our academic project. CBE encourages staff to plan their development through personal development plans. Several development programmes are available for staff, focusing on management, leadership, and support for early career researchers.

One of our staff, Ms Boniswa Madikizela, attended the IWF Leadership Foundation's Executive Leadership training at Harvard Business School in May 2022. The Accelerated Academic Mentoring Programme (AAMP) supports the development of staff members to prepare them for leadership positions across campus. CBE has a majority involvement, with approximately 70 staff participating at different levels, of whom 15 are registered for doctoral qualifications. The programme fosters skills among staff with high potential who will bring excellence and diversity to senior leadership ranks. Other areas of leadership development include our intentional succession planning through the appointment of deputy heads of department (HODs), where they focus on strategic planning and oversight for specific projects, and supporting the HOD. Career crafting workshops are hosted to allow junior academics to engage in career planning at the early stages of their careers and to familiarise themselves with promotion policies and processes; the Centre for Academic Technologies and UJ Library also present at these workshops. Assistant lecturers are appointed to grow our future pool of lecturers and academic leaders.

Several workshops were also hosted, including a public lecture on conducting bibliometric analysis and a four-day workshop on writing empirical papers for top-tier journals by the Centre for Applied Data Science with Prof Samuel Fosso Wamba, a distinguished visiting professor at CBE. Case study writing and teaching were among the workshops presented to strengthen CBE's teaching for success. Cognisant of the heightened need for support while navigating the effects of COVID, more than simply hard skills training is needed; hence the Executive Dean launched the support staff reconnect lunch. Other programmes aimed at improving the socio-psychological wellbeing of staff included self-care and self-love seminars addressing loss and



bereavement coping skills, stress and burnout coping skills, effective communication skills and conflict management skills in an emotionally disconnected world, and emotional intelligence (EQ) development skills, together with a staff wellness pack.

These development opportunities translate into tangible results. An additional 13 staff members obtained their doctoral qualifications. In 2022, 12 promotions were concluded successfully. However, of the total number of staff promoted, only 16,67% were black South Africans, 41,67% white South Africans, and 41,67% international employees.

Profs Crystal Hoole, Kevin Nell, David Poole, and Dominique Uwizeyimana also marked significant milestones in their academic career by delivering inaugural lectures to share past research and introduce new ideas to a diverse academic and non-academic audience.

NRF ratings

There were 37 NRF-rated researchers at the end of 2022, an increase of nine rated researchers compared to 2021. Of these, ten were newly rated or retained their rating in 2022. Prof MT Ewing, Prof RN Nunkoo, and Prof CM Rogerson are B-rated researchers who enjoy recognition from their peers for the high quality and impact of their recent research outputs.

Recognitions, awards, and prestigious appointments

CBE staff members have demonstrated exceptional contributions to the University and society. Unsurprisingly, numerous awards and recognitions have been bestowed on staff. CBE staff have been invited as keynote speakers at different events, have won best paper awards at conferences, and have been elected to the boards of learned societies.

Among the many fantastic awards and pieces of recognition staff received this year were the following:

- Dr Oliver Takawira: VC Award: Most Promising Young Teacher of the Year.
- Mr Lawrie Ndlovu: VC Distinguished Award: Service Beyond the Call of Duty.
- Prof Chris Rogerson globally ranked #647 in the world and #8 in South Africa in the discipline of Social Sciences and Humanities.
- Ms Rodene Dye: SABPP 2022 award in the National Committee Leadership category.
- Prof Ben Marx: SAICA Difference Makers Awards as the most significant contributor to Excellence in Education.
- Prof Adri Drotskie: Nominated for the International Women of Stature Award 2023 in the category of Women in Education and Training category.
- Dr Stella Bvuma: Nominated for a U21 award for the work that has furthered the U21 network's principles of internationalisation. She was also nominated for the International Women of Stature 2023 in the Innovation and Technology category and serves as Deputy Chairperson of the Board of Directors of the State Information Technology Agency (South Africa).
- Prof Musa Saurombe: Positive Role Model Category Award for the Gauteng region during the 10th Gender Mainstreaming Awards. She was also nominated for the International Women of Stature Award 2023 in the Education and Training category.
- Prof Ahmed Mohammadali Haji: Panellist for the SAICA-IASB Chairperson's event, August 2022.
- Prof Noleen Pisa: Secured the Transport Education Training Authority 4IR Research Chair.
- Prof Nelesh Dhanpat: Editorial board for the *African Journal of Employee Relations*.
- Ms Boitumelo Kuzwayo on being recognised as the ABASA (Advancement of Black Accountants of Southern Africa) 2022 Academic of the Year. This achievement follows her announcement as one of the Top 200 Young M&G South Africans for 2022 and a winner of the academic category in the same awards. She also won the Game Changer Category at the 2022 SAICA Top 35-under-35 Awards.
- Ms Lethiwe Nzama: Institute of Internal Auditors (SA) Educator of the Year Award 2022.
- Prof Tankiso Moloi: Chartered Institute of Management Accountants (CIMA) Research award for global contribution, and appointed as an honorary visiting professor at the Durban University of Technology, to the Namibian Presidential Task Team on the 4IR and as American Institute of Certified Public Accountants (AICPA)-CIMA Africa Regional Engagement Group Chair.
- Prof Erika Kraemer-Mbula: Membership of the Global Innovation Index (GII) Academic Network and appointment to the Namibian Presidential Task Team on the 4IR.



- Dr Nicolaas Strydom: Finalist for the prestigious Coleman Prize for Best PhD thesis at Strathclyde Business School in Glasgow, Scotland; supervisor, Prof Grietjie Verhoef. He was also elected to the Editorial Board of the *Business History* journal, which boasts an Impact Factor of 1.86.
- Dr Riyad Moosa: Appointment to the Independent Regulatory Board for Auditors (IRBA) as a member of the Committee for Auditing Standards.
- Prof Chioma Okoro: Guest Editor for the *International Journal of Construction Management*.
- Profs Fiona Tregenna and Arkebe Oqubay: Appointed to the African Continental Free Trade Area (AfCFTA) Trade and Industrial Development Advisory Council. The Council is endorsed by the recent Summit of Heads of State and Government and advises on trade integration and industrialisation across Africa. Prof Tregenna was also appointed to the Board of the Human Sciences Research Council (HSRC), Editorial Board for HSRC Press, and to the Board of the *Journal of Globalization and Development* on invitation by Nobel Prize Laureate, Prof Joseph Stiglitz.
- Dr Stiehler-Mulder: Awarded Gauteng W&R Leadership Chair by the Wholesale and Retail SETA.

TEACHING AND LEARNING

Enrolment and student profile

CBE enrolls over 18 200 students and thus makes up 36% of the University's student headcount. Amid the increasing prominence given to ensuring equality, diversity, and inclusion, CBE remains committed to attracting and admitting students from all backgrounds. Undergraduate students constitute the majority at 83%, with an increasing proportion of students from under-resourced schools. Simultaneously, the number of students with an Admission Point Score (APS) of at least 35 increased significantly. The student profile in terms of demographics was black (91%), Coloured (2%), Indian (4%), and white (3%). The increasing participation of female students in our programmes, both at undergraduate and postgraduate levels, is testament to CBE's commitment to ensuring equitable access to tertiary education for women. The University's strong international reputation, commitment to academic excellence, and global orientation attract students from across the globe. CBE enrolled over 1 360 international students.

UG and PG graduates

Most of those who graduated had also suffered severe disruption to their education journey and are to be congratulated for doing so well in difficult circumstances. The College has graduated a total of 4 430 students. This constitutes a 13,8% decline in the graduate output from the previous year. Considered in totality, this trend mirrors the movement in enrolment numbers. The most significant decrease is at the undergraduate level, mainly in Marketing Management, Information and Knowledge Management, and Business Management qualifications.

In 2022, CBE had 1 270 graduates at the postgraduate level: a total of 110 for honours and other postgraduate studies, 130 master's, and 30 doctorates. Over 23% of the doctorates were awarded to South African black candidates. In total, 23,1% of the master's degrees were completed in two years (the number has declined from 28,3% in the previous year). In total, 43,3% of the doctoral degrees were completed in four years (a decline of 59,1% in 2021). This drop is undoubtedly due to the societal, professional, economic, and personal impacts of the COVID-19 pandemic since most of our students at this level are in full-time senior-level employment.

Student access and success and support for students

Promoting student performance and providing opportunities for the holistic development of potential graduates lie at the heart of the CBE's academic project. Mental health support will remain a priority in the coming years. Through its schools and departments, the CBE engaged in several measures to provide a holistic learning experience for students. Apart from specific school/departmental initiatives, critical efforts, mainly aimed at UG students, included:

- The significant role played by the CBE in the institutional First Year and Senior Student Experience programmes aimed at supporting undergraduate student learning.
- CBE participation in the Integrated Student Success Initiative (ISSI) primarily supports student learning in priority modules.



- An investment of just over R10 million for operational and strategic tutor funding.
- Free access to e-textbooks for eight priority modules in the CBE as part of the UJ-funded e-textbook initiative for undergraduate students.
- The CBE Student Peer Mentoring Programme supports first-year students transitioning into a university environment.
- The CBE Student Personal Development Programme aimed to inculcate critical pervasive skills and attributes in first-year undergraduate students.
- A shift in teaching pedagogy aimed at introducing more practical or real-world experience into the classroom through scenarios, case studies, and projects. Moreover, work-integrated education (WIE) features in programmes with a strong practical orientation, such as marketing, tourism and hospitality, accounting, and business management.

Despite ongoing initiatives to improve student performance, the end-of-year results were still below expectations. The overall UG module (credit) success rate (MSR) for 2022 was 83,9%. This is significantly lower than the 2021 MSR of 88,2% (by 4,3 percentage points). It is also lower than the rates attained in the years before the COVID-19 pandemic. The MSR average of 86,4% over the last five years was impacted on by the distinctly lower rate achieved in 2022. The deterioration in student performance is also evident in the MSR decline for first-time entering, UG students by 3,2 percentage points from 89,9% in 2021 to 86,7% in 2022.

Several engagements and student surveys revealed that poor student attendance and inadequate engagement in learning activities had resulted in less-than-desirable student performance for the first semester of 2022. Typical difficulties related to socioeconomic factors, finance, a sense of isolation stemming from operating in an online environment in past years, not being well prepared for the demands of university studies, lack of a campus life/culture, transport issues, and security concerns. Several recommendations emerged in response to these findings, with discussions on implementing such recommendations yet to occur. The student satisfaction survey in 2022 revealed a consistently high rate. There was a 92% satisfaction score for undergraduate and 87% for postgraduate students.

Our students also receive recognition for their excellence in diverse areas. Madelie Olivey was selected by Minister Ebrahim Patel of Trade and Industry to serve on the Financial Reporting Standards Council. First-year student and gymnast, Caitlin Rooskrantz, won gold at the 2022 FIG Artistic Gymnastics World Cup in Cairo, Egypt, and Pranisha Rama secured first place in the 3MT Competition.

UJenius recruitment

CBE's participation in the UJenius Club, which provides incentives and enrichment opportunities for top-performing students, is increasing. CBE UJenius members increased by 14,5% from 502 in 2020 to 575 in 2022. Events and activities for UJenius students are expected to be arranged and hosted at school and department levels. Schools and departments will be requested to engage in more enrichment activities for UJenius members, which may be done in collaboration with PsyCaD.

Programmes

New programmes

The rapidly changing world of work requires economic participants to have the kind of mental agility that would allow them to learn new skills, adapt to new developments swiftly, and to be able to find creative solutions to problems that arise in varying contexts. In this regard, CBE introduced three qualifications: Bachelor of Commerce Flexible, Master of Information Systems, and PhD (Development and Innovation), all approved by Senate. SAICA accredited the online BCom Accountancy Programme for purposes of the Associate General Accountant AGA(SA) designation.

CEPs

Continuing education is an integral part of CBE, which has an outstanding track record of enabling non-traditional students from across the country to pursue their academic and professional ambitions. Continuing education programmes (CEPs) consist of whole programmes, bridging programmes and, predominantly, short learning programmes (SLPs). Recent developments indicate an increased focus of SLPs on 4IR-related



aspects. There were 66 active CEPs in 2022 compared to 69 in 2021. The total enrolment in CEPs, including registrations for non-degree purposes, master's and doctoral preregistrations, and occasional registrations, was 7 851 in 2022, close to 4% above the 7 563 for 2021. In 2022, the CBE had 13 whole programmes on its book, presented entirely online, compared to nine in 2021.

Innovations

The teaching and learning environment was further enhanced through ongoing innovations undertaken by staff members. Several initiatives across the CBE in 2022 involved the development and/or introduction of innovative approaches, new content, and courses relating to 4IR in the teaching and learning environment. Twenty-three key initiatives were piloted, implemented, or were at an advanced stage of development in 2022. Furthermore, eight workshops were held to encourage innovative teaching and learning and develop essential skills and insights in teaching and learning.

The University also offers two enrichment modules for UG students: African Insights (AIOM) and Artificial Intelligence in 4IR (AIFIR). These modules are essential in expanding the relevance of learning for employability purposes in a nationally responsive and globally relevant manner. A student must complete at least one of these modules for graduation. In 2022, 2 305 CBE students completed the AIFIR module, compared to 1 616 in 2021. In the case of the AIOM module, 1 287 completed it in 2022 compared to 1 378 in 2021. The total completion over the last three years was 5 824 and 4 487 for AIFIR and AIOM, respectively.

The University seeks to equip all its students with the skills and knowledge to succeed in future study or employment. As such, the CBE also offers a non-compulsory student personal development programme aimed at first-year undergraduate students. It was piloted in the Department of Accountancy in 2021 and then rolled out to the wider CBE in 2022. In 2022, 1 237 students completed the programme. Students who did not complete the programme will be nudged to do so in their second and third years of study. In addition, CBE constantly provides course content that is cutting-edge, unique, and highly relevant to the marketplace. This has been confirmed for various key areas of study within CBE. The results for the 2023 Times Higher Education (THE) World University Rankings by Subject placed Psychology at #2 in South Africa and #4 for Business and Economics, with both climbing one level up on their previous year's bands. There are other ranking systems, such as the Global Ranking of Academic Subjects of Shanghai Ranking, where CBE's Hospitality and Tourism Management has recently climbed from #18 globally to #9. The University retained its position as #1 in South Africa and Africa for the field of Marketing Management.

Furthermore, the calibre of our teaching is also recognised by various professional bodies, which follow rigorous accreditation and review processes. These include the South African Institute of Chartered Accountants, the Chartered Institute of Management Accountants, the Financial Planning Institute of Southern Africa, the Health Professions Council of South Africa, the SA Board for People Practices, the International Coaching Affiliation, and the Certified Financial Analyst Institute. UJ is the first university in South Africa to offer the Chartered Global Management Accountant (CGMA) Finance Leadership Program™. The CGMA Finance Leadership Program™ (FLP) enables students to complete the coveted Chartered Institute of Management Accountants (CIMA) qualifications in a more structured and cost-effective way.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs – publications

The scale of CBE research activity is substantial, involving a considerable number of active researchers with a total of 436 accredited research publication units, indicating a publications per capita rate of 1.21. There was a growth in journal and conference output types, which also reflects the post-COVID return to being able to travel. Most notably, the number of journal articles exceeded the 500-mark barrier for the first time. There was also a significant increase in SoTL publications overall, a function of how CBE researchers have been reflecting on their teaching and learning experiences during and after COVID. In total, 176 publications had COVID in their titles.

Opening our doors for collaboration dedicated to rigorous research is leading to long-lasting connections and scholarly insights that can translate to long-term policy impacts. The recently launched *Oxford Handbook*



of the South African Economy, edited by Arkebe Oqubay (Professor of Practice), Fiona Tregenna (DST/NRF South African Research Chair in Industrial Development) and Imraan Valodia (Wits Dean: Faculty of Commerce, Law, and Management) was among other notable publications. The President of the Republic of South Africa, His Excellency Cyril Ramaphosa, gave the keynote address at the book's launch, the first comprehensive handbook on the South African economy.

Impact

A word cloud of all 2022 CBE research reflects how CBE actively engaged in social and economic matters important to South Africa: economic performance, risk, COVID, technology, youth, and tourism.

CBE research continues to be original, rigorous, and impactful, as evidenced by improvements in the impact metrics. The number of Scopus-listed publications increased to 658 (+14,24%), Scopus-listed publications in collaboration with international scholars increased to 46% (+3,6%), and Scopus citations are standing at 7.582 (+16,52%). Publications in the top 10% of global journals (SNIP) increased by 14,38% to 31%.

These positive developments are not surprising considering that several highly cited researchers are affiliated with the College. The highly cited researchers list prepared by Clarivate Analytics recognises researchers who are in the top 1% of their respective fields; the College boasts affiliation with the following scholars:

- Prof Samuel Fosso Wamba, Distinguished Visiting Professor in the Department of Applied Information Systems (CBE) and Professor at Toulouse Business School, France.
- Prof Sascha Kraus, Distinguished Visiting Professor in the Department of Business Management (CBE) and Professor of Management at the Free University of Bozen-Bolzano, Italy.
- Prof Arnold Bakker, Distinguished Visiting Professor in the Department of Industrial Psychology and People Management (CBE) and Professor of Work and Organisational Psychology at Erasmus University, Rotterdam.
- Prof Nripendra Rana, Distinguished Visiting Professor in the Department of Marketing Management (CBE) and Professor in Marketing at the College of Business and Economics at Qatar University, Doha.
- Prof Robin Nunkoo, Distinguished Visiting Professor in the School of Tourism and Hospitality (CBE) and based at the University of Mauritius.

Postdoctoral research fellows (PDRFs)

There has been considerable growth in PDRFs over the past years, accompanied by a corresponding increase in the number of output units produced. By 2022, the number of postdoctoral research fellows (PDRFs) had increased from 12 in 2017 to 50. Their average output per capita increased from 0.8 in 2020 to 1.1 in 2021. The University supports the appointment of high-performing PDRFs as senior PDRFs.

Drs Adekanmbi, Shava, and Hassan received PDRF excellence awards within CBE. Dr Foluso Adekanmbi, a senior PDRF in the Department of Industrial Psychology and People Management under Prof Wilfred Ukpere, has published more than 30 accredited articles within three years. Dr Elvin Shava, a senior PDRF in the School of Public Management, Governance, and Public Policy under Prof Shikha Vyas-Doorgapersad, has published 12 articles and three accredited book chapters. Dr Adewale Hassan, a PDRF in the School of Public Management, Governance, and Public Policy, has published 23 accredited research articles under the supervision of Prof Danie Meyer.

Research structures

The CBE houses an institute, a laboratory, seven centres, three chairs, and three SARCHI chairs dedicated to research and community development:

- The Institute for Transport and Logistics Studies (ITLS)(Africa)
- The Food Evolution Research Laboratory (FERL)
- The Centre of Local Economic Development (CENLED)
- The Centre for Competition, Regulation and Economic Development (CCRED)
- The Centre for Public Management and Governance
- The Public and Environment Economic Research Centre (PEERC)
- The Technopreneurship Centre
- The Centre for Applied Data Science (CADS)



- The Centre for Work Performance
- The UJ/ETDP-SETA Chair in 4IR
- The Wholesale and Retail Seta Leadership Chair (Gauteng)
- The TETA 4IR Research Chair
- DHET-NRF SARCHI Chair in Entrepreneurship Education
- DSI/NRF South African Research Chair in Industrial Development
- DSI/NRF/Newton Fund Trilateral Research Chair in Transformative Innovation, the Fourth Industrial Revolution (4IR), and Sustainable Development

Research funding

Much of the CBE's research activity is funded by the National Research Foundation and by competitively won research grants. Research income rose in 2022 to R30 million, an increase of 16,8% compared to 2021. Revenue for research projects with a contract stipulating the deliverables grew by more than 58%. This growth was particularly noteworthy given the continued disruption to research experienced across the University due to the pandemic.

Selected research funding highlights in the past year include:

- Dr Stiehler-Mulder secured R2.3 million from Wholesale and Retail SETA for youth skills development and professionalisation of the retail industry.
- CCRED secured R8.97 million from the Department of Trade and Industry to support the Industrial Development Think Tank (IDTT) in better understanding the challenges of industrialisation.

During the year, the following grants were also announced:

- Prof Chioma Okoro secured BankSETA funding to the value of R3.87 million for students undertaking research in Technology, Digitisation and Innovation, and Management and Leadership Development within the Department of Finance and Investment Management.
- Furthermore, Prof Tregenna and Visiting Professor, Padmashree Gehl Sampath (Harvard University), secured a significant international research grant of R11.5 million from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for the project: Accelerating Vaccine Production in Africa.

PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

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

CBE engaged in various strategic endeavours on internationalisation. Collaboration in hosting conferences and applications for funding with international partners allow students to present their work and participate in exchange programmes.

A debate series for doctoral students was held in collaboration with the SARCHI-Trilateral Research Chair in Transformative Innovation, on Energy and Innovation Policy in the Energy Sector, between Prof David Walwyn (Visiting Professor) and Prof Rasmus Lema (GES 4.0 Visiting Professor). In total, 30 CBE students participated in the Africa-by-Bus initiative to Namibia, firstly to be exposed to foreign markets, international businesses, and different African cultures and, secondly, to align their knowledge with the Free African Trade Policy.

In 2022, there was a formidable flow of inbound and outbound staff and student activity – the CBE mobility target was exceeded by 14 times. Nkosingiphile Mkhize was awarded a Fulbright Foreign Student Program scholarship, one of the most prestigious programmes globally.

Community engagement projects

CBE staff participate on different media platforms, disseminating their knowledge on various topics in economics, digital technologies, public finances, etc.

- The School of Tourism and Hospitality (STH) launched an Extended Reality (XR) Lab in 2022. The XR facility has been established through the Food Evolution Research Laboratory (FERL), a virtual research laboratory located within STH, in collaboration with the Metaverse Research Unit at the University. FERL specifically focuses on the evolution of food and on research to enhance people's lifestyles in communities that recognise the importance of health and nutrition.



- Prof Fiona Tregenna is a member of the task force on employment, part of the global Initiative for Policy Dialogue residing with Columbia University and the Japan International Cooperation Agency, chaired by Prof Stiglitz.
- Prof Erika Kraemer-Mbula participated in a Policy Dialogue on the Informal Economy in Africa; the conference included government officials, representatives of the African Union Commission, employers' and workers' organisations, development agencies, informal economy actors, academics, and civil society organisations (a national and international audience).
- Prof Talita Greyling, in partnership with Erasmus University Rotterdam, has been conducting public research on the happiness and emotions of countries participating in the FIFA World Cup Qatar 2022™.

Alumni and stakeholder engagements and external funding

On 27 May 2022, the College of Business and Economics attended the launch of the UJ Zimbabwean Alumni Chapter in Harare, Zimbabwe. This is the first alumni chapter to be launched in Africa in collaboration with the UJ Internationalisation Division, UJ Alumni, and the President of the UJ Convocation. CBE has an estimated 973 graduates from Zimbabwe, and reconnection with these alumni opened an alma mater and friends network to explore mutually beneficial collaboration opportunities.

CBE also supports its accountancy graduates in preparing for the Initial Test of Competence (ITC), the first professional assessment by the South African Institute of Chartered Accountants. Among the 18 SAICA-accredited South African residential and distance-learning universities, CBE is the most significant contributor of black graduates to the accounting profession – in 2022 contributing an astonishing 21% of the total number of successful first-time black candidates. The University pass rate of first-time black candidates is 27% higher than the national average.

The Dignitas Awards, hosted by the Council, honour individuals for their outstanding contributions to the higher education sector and UJ alumni for their contributions to the growth and advancement of the institution. In 2022, Ms Mamello Matikinca-Ngwenya, CBE alum, received this award for her ambition and excellence as one of the youngest chief economists in South Africa's history.

Fitness for global excellence and stature requires the College to be financially stable, generate external income, and increase third-stream income. In addition to the research funding mentioned above, CBE has contributed about R326 million (41%) of the University's third-stream revenue. The funds come from different sources, including non-subsidised programmes offered, consultancy, donations, and internal transfers. Third-stream income is mainly used to fund the appointment of additional staff and tutors, bursaries, building international relations, marketing, and for causes such as research support.

Other stakeholders continue to make a name for themselves, such as Mr Ajen Sita (Ernst & Young Africa CEO and Professor of Practice), who was awarded the Leader in Business at the SAICA Difference Makers Awards, and Ms Monica Singer, Professor of Practice, for achieving the Woman in Web 3 Award at the Women in Tech Africa Awards. She was appointed to the Global Digital Asset and Cryptocurrency (DCA) Association's Advisory Board. CBE successfully nominated Mr Mteto Nyati, a South African visionary, for a PhD honoris causa (IT Management) for his outstanding contribution to the South African business sector and humanity.

Transformation

The College takes transformation very seriously in terms of the several themes of the University's Transformation Unit. The advancement of employment equity, including women and people with disabilities, remains a key focus. In 2022, 65,56% of all staff were black, and 54,67% were women. CBE is committed to a recruitment plan that will improve equity representation at all levels to reflect the demographics of South Africa. Talent management and CBE's prominent participation in development programmes like AAMP will strengthen the efforts for a representative pool of leaders ready to take leadership.

Faculty governance and risk management

CBE has robust and well-functioning governance structures to ensure the academic integrity of critical decision making. Notwithstanding, all staff have a responsibility towards governance. This function is enhanced through the office of the Head: Quality Assurance. Several governance structures are in place to



ensure academic oversight and programme quality. These committees comprise the College Leadership Team, Higher Degrees Committee, Teaching and Learning Committee, Research Ethics Committee, and Decolonization Committee. Decisions are ratified and taken at the Board of College, and further inputs are made at the Programme Working Committee meetings.

Effective risk management is at the core of good governance. CBE has a flexible risk management process with the risk register revisited frequently and ways sought to mitigate potential or identified risks. Several risks identified during the year included staff burnout, the consequences of staff/student mental wellbeing associated with the pandemic, the integrity of online assessment, and a deepened need for student financial support. Appropriate responses were implemented, such as the Dean's support staff reconnect lunch, self-care and self-love seminars, staff wellness packs, a students' wellness series, academic integrity campaigns, and financial support for students put aside by CBE.

Financial and resource management

CBE manages its finances transparently and prudently. This is fundamental to long-term sustainability, together with our efforts that generate additional income and contribute to the University's resources.

CBE's financial position remains stable, and we have maintained reasonably strong income streams to support the academic project and the institutional objectives. CBE is well-placed to still be able to invest in its strategic priorities, including helping students who are academically deserving but carry historic debt.

Environmental sustainability

An unstable climate, increasing carbon emissions, and accelerating biodiversity loss require urgent action. CBE is building on the experience of the pandemic and the associated shift to more environmentally sustainable working practices. We are an increasingly all-digital office committed to continually improving our paper use.

Research shows that the most effective way to reduce the climate impact of diet is to consume less meat and dairy and eat more plant-based foods. CBE, through the School of Tourism and Hospitality operations, makes vegetarian food options available at most outlets. The Food Evolution Research Laboratory is involved in research projects that influence thinking, choices, and decisions around health, nutrition, and food waste management. Our programme qualification mix includes curricula on sustainability and accounting for environmental rehabilitation in terms of the International Financial Reporting Standards.

THE WAY AHEAD

The 2022 achievements of CBE are attributable to the hard work, dedication, and resilience of all staff members, students, and the rest of our stakeholders. Even with these achievements, there are challenges ahead. CBE immediately needs to achieve a stable leadership team where all vacant posts are filled on a more permanent basis, which will build on the College's previous successes to address current challenges.

Graduate output and module success rates are down, and academically deserving students need help to fund their studies. We will work collectively as one CBE to provide a humane environment in which everyone can contribute and flourish and where differences are valued, while we address the following strategic commitments:

- Attract and admit students with outstanding academic potential from all backgrounds.
- Raise funds to support the best students, and other CBE's strategic initiatives to ensure financial sustainability.
- Attract, recruit, and retain high-quality staff.
- Work towards an increasingly diverse staff profile that reflects the demographics of South Africa in senior academic positions and leadership positions.
- Invest in tools with digital capabilities for responsive decision making and timeous interventions, and streamline administrative processes.
- Promote and enable ambitious research of exceptional quality while providing experienced researchers and visiting scholars with opportunities to contribute towards capacity building.
- Engage with the public, industry, and policymakers to inform our research and teaching to produce graduates equipped to leverage emerging digital technologies for societal impact.



At the core of the UN's 2030 Agenda for Sustainable Development is a set of 17 interlinked sustainable development goals (SDGs). The holistic, interdisciplinary approach of CBE's research programme will underscore our ability to integrate expertise and knowledge across multiple disciplines, and so allow us to address goals and illuminate their interconnections through establishing research themes along SDGs.

I look forward to another full year of significant events and impactful research.



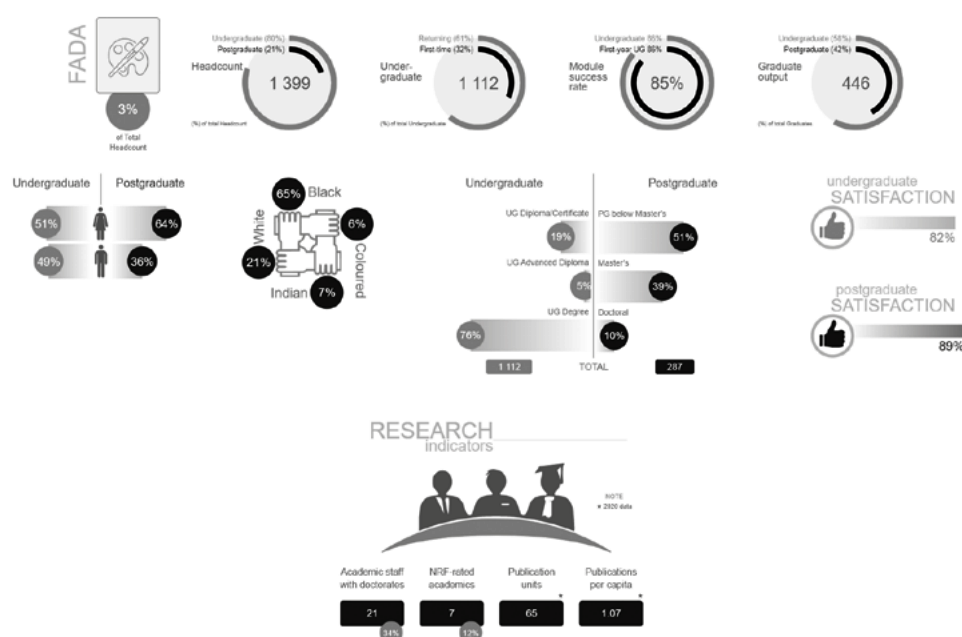
Lungile Ntsalaze (Prof)

Executive Dean:
College of Business and Economics



Faculty of Art, Design and Architecture

OVERVIEW



INTRODUCTION

In 2022, the Faculty of Art, Design, and Architecture (FADA) faced significant leadership changes, with the appointment of the new Executive Dean, Prof Stephane Laurent. The Faculty aspired to meet performance targets linked with the University's strategic plan. Administrative and academic staff were attentive to the University's strategic imperatives. This executive summary reviews the critical issues the Faculty's academic departments, research centres, and UJ Arts and Culture addressed in 2022. Additionally, it provides an overview of the highlights and challenges experienced.

TEACHING AND LEARNING

Student enrolment profile and performance

The Faculty enrolment for 2022 showed a total headcount of 1 399 students, a marginal increase from the 2021 headcount of 1 390, where 78,5% comprised undergraduate students. The student body consists of 78%



designated groups, with a higher percentage of female students registered at both undergraduate female (51%) and postgraduate level.

The total undergraduate headcount in 2022 was 1 112, a slight decrease from 1 119 in 2021, but below the headcount target of 1 169 reached in 2020. The degree numbers slightly decreased to 847 in 2022 (857 in 2021) and diploma programmes to 265 in 2022 (262 in 2021). The total undergraduate headcount comprises 24% at diploma level, and 76% at degree level, and consists of 80% of the total headcount.

At the postgraduate level, honours programmes showed a headcount increase to 144 in 2022 (139 in 2021), which indicates a consistent increase over a three-year period. The overall master's programmes headcount remained at 113, as in 2021. Doctoral enrolments increased from 19 candidates (2021) to 29 candidates (2022). There was an overall increase in postgraduate student enrolments with a total headcount of 287 in 2022 (271 in 2021, and 248 in 2020). This overall headcount comprises 51% at honours, 39% at master's, and 10% (7% in 2021) at doctoral level.

In 2022, the international first-time entering headcount increased to 33 from the 28 in 2021, and is close to the pre-COVID enrolment number (36 in 2019). The overall international undergraduate enrolment remained at 65 after the headcount number had dropped to 53 in 2020. The postgraduate numbers showed a significant increase to 38 in 2022 (23 in 2021). The total overall international enrolment showed an increase from 88 in 2021 to 103 in 2022.

The academic performance of students in the Faculty displays a slight decrease from 87,4% in 2020, 87% in 2021, to 85,3% in 2022. The overall dropout rates at undergraduate level have been an ongoing source of concern. The Faculty rate was 15,9% in 2021 but increased to 17% in 2022. Considerable discussion and introspection are ongoing in the Faculty to understand the rise in dropouts.

In 2021, the total graduation output was 406, which increased to 446 in 2022, of which 58% were undergraduates and 42% postgraduates. The increase in graduation numbers is mostly evident in the undergraduate programmes. The postgraduate output has been stable over a two-year period, with 187 recorded in 2021 and 188 in 2022. These outputs equate to an overall graduation rate of 36,2% in 2022 (compared with 30,8% in 2021 and 33,9% in 2020).

Student satisfaction at undergraduate level was at 82% (88% in 2021), and 89% (81% in 2021) at postgraduate level.

Student achievements and awards

The Faculty encourages students to participate in various extracurricular activities and competitions. In 2022, with the encouragement of staff, students participated in multiple competitions.

The Department of Graphic Design had five students as finalists in the Loeries Student Design Competition. MA student, Christi du Plessis, won the bronze award. In the Pendering Awards, second-year student, Alyssa Dayanand, won the silver award. Honours student, Sana Machabi, was voted top student at the Intervarsity Portfolio Reviews hosted by Vega in August 2022. Additionally, honours student, Gabriella de Abreu, received sixth place. Lastly in the Department of Graphic Design, Lamees Omar won a Gold Assegai award.

In the Department of Fashion Design, BA honours student, Thando Ntuli, won the South African Fashion Week new talent search. Following the award, an exhibition of her award-winning collection, entitled 'Sisendleleni', was showcased at the FADA Gallery. Also in the Department of Fashion Design, alumnus Botshelo Molete was the winner of the Mr Price + Creative Collabs. The collection was retailed at Mr Price Stores nationwide.

The Department of Industrial Design participated in the Hansgröhe Student Design Competition, which is undertaken with industry. Second-year students from Industrial Design participated in the 2022 DTI Furniture Design Competition. The prize-giving will take place in 2023. The second-year ID project was also submitted to the Cumulus Green 2022 competition.

Students from the Department of Visual Art exhibited widely and made the finals of Sasol New Signatures and Thamy Mnyele Art Awards. Students were also selected to exhibit and participate in the Turbine Art Fair, Johannesburg Art Fair and Latitudes Art Fair.



STAFF

The human resources headcount for 2022 shows that the Faculty had a total of 98 permanent and full-time contract members of staff. This comprised 62 academic staff and 36 administrative and support staff. In total, 53% of faculty staff are from designated groups with six from Africa and two from other international countries. The Faculty Management Committee comprised 47% designated and 53% non-designated members. One staff member was promoted from senior lecturer to associate professor. There were two resignations, and two staff retired at the end of 2022, namely Dr Lize Groenewald and Prof Christo Vosloo. Prof Vosloo was appointed as an emeritus professor from 2023.

RESEARCH AND INNOVATION

The Faculty continues to contribute to the various disciplines in art, design, architecture, visual culture and art and design history through textual research output, participation in relevant conferences and, lastly, through creative research output. The target for 2022 was 62 research output submissions, with all departments and divisions being research active. VIAD remains the largest contributor to the Faculty's research output.

Table 28: FADA textual research units submitted to DHET for accreditation 2015-2022, showing the percentage of contributions to international journals

YEAR	2015	2016	2017	2018	2019	2020	2021	2022
TOTAL OUTPUTS	50.75	35.08	75	79	33	53	61	62
% International articles	70%	45,9%	60,6%	66%	89%	100%	96,2%	In process

The DHET introduction of creative outputs has been incorporated into FADA's research output target. A staff exhibition held in the FADA gallery has enabled several staff to actively participate in creative research output in the Design and Fine Art categories. In addition, the artist-in-residence programme hosted by UJ Arts and Culture has delivered four creative outputs in the category Theatre, Performance and Dance.

NRF-SARChI Chair in South African Art and Visual Culture

The Chairholder, Prof Brenda Schmahmann, had been extremely active in research and publications, research related activities, doctoral supervision and student support in 2022. The following activities of the SARChI Chair in South African Art and Visual Culture should be highlighted.

- Published an article on Marco Cianfanelli's sculpture outside Chancellor House in Johannesburg in *The Sculpture Journal* (Liverpool University Press).
- Published an article, co-authored on the Karel Landman Monument (with Vineet Thakur and Peter Vale) in *Image & Text*.
- Published article for *Textile, Cloth and Culture* on the COVID Cloths by the Mapula Embroidery Project, in online form.
- Submitted chapters on the Keiskamma Art Project's Intsikizi Tapestries for a volume on Heritage published by Bloomsbury and another on Usha Seejarim's public sculptures for a volume published by University of Provence Press and Liverpool University Press.
- Submitted three further book chapters in the course of the year – two to volumes on public art published by Routledge and one to a volume on contemporary art for De Gruyter.
- Delivered a guest lecture to the Gauteng Institute for Architects and presented conference papers at the annual conference of the Association of Art History in the United Kingdom and at a conference on textiles hosted by the French Institute (IFAS) in Johannesburg.

There were publications by others associated with the Chair. Irene Bronner published an article on Paul Emmanuel's work for *Image & Text* and an engagement with a video by Penny Siopis in *De Arte*. Postdoctoral fellow, Philippa Hobbs, published an article on Rorke's Drift tapestries in *Social Dynamics*, and the online version of the article Theo Sonnekus submitted to *Visual Studies* has come out. PhD graduate, Roxy Do Rego, developed an article from her PhD work, which was published in *De Arte*.



The Chair hosted the conference, *Hitting Home: Representations of the Domestic Milieu in Feminist Art*, in November 2022. While the conference was online, an accompanying exhibition, *The Harbingers*, by Christine Dixie, was hosted in our gallery. The conference included 26 papers, a selection of which will be developed into a special issue of *Image & Text* to be published in 2023. The conference also provided an opportunity to launch *Iconic Works of Art by Feminists and Gender Activists: Mistress-Pieces*, which came out in 2021.

On 19 October, Staffan Löfving, an anthropologist and associate professor at Karlstad University in Sweden, Paul Weinberg, a research associate with the SARChI Chair, and Prof Schmahmann co-convened a workshop at SASUF Goes Digital 2022, a week-long event hosted by the Swedish-South Africa Universities Forum. The topic was Photography and Visual Heritage in Sweden and South Africa. The eight presentations included papers by postdoctoral research fellows with the SARChI Chair, Philippa Hobbs and Theo Sonnekus.

Between 30 August and 1 September 2022, the Chair hosted *Making and Interpreting Art in 2022*, an online conference and exhibition for honours and master's students in South Africa. The exhibition was curated by Dineke van der Walt, a PhD candidate in our cohort who curates festivals such as the Klein Karoo Kunstfees. Dr Irene Bronner organised the conference programme, and was ably assisted by PhD candidate, Ayobola Kekere-Ekun, and postdoctoral research fellow, Melissa Gerber.

The end of the 2022 academic year saw Delene Human, supervised by Prof Schmahmann, being awarded her PhD. Angelique Bougaard, on a SARChI-linked NRF scholarship (supervised by Irene Bronner and co-supervised by David Paton) was awarded her master's with distinction. Kailashnee Naidoo, with a SARChI-linked NRF scholarship, supervised by Lize Groenewald, also submitted her master's successfully.

PhD candidate, Ayobola Kekere-Ekun, was interviewed about her practice by CNN (<https://www.cnn.com/style/article/ayobola-kekere-ekun-quilling-spc-intl/index.html>). There were also some important awards. Philippa Hobbs, postdoctoral research fellow, received an NRF rating of C2. Dineke van der Walt, PhD candidate, won the kykNET Fiësta Award for the Best Achievement in Visual Arts.

VISUAL IDENTITIES IN ART AND DESIGN (VIAD)

VIAD's goals and target areas for 2022 were to enhance the global excellence and stature of UJ, with focus on its strategic drive towards decoloniality, internationalisation, and academic excellence. These goals were achieved through VIAD's numerous quality creative and textual research outputs, the achievements of its research associates (RAs) and visiting professors (VPs), and the content of the projects undertaken. The quality, integrity and impact of its numerous research outputs by its international research associates (RAs), who are predominantly international, have made an important contribution towards excellence in research, innovation, and internationalisation.

The Centre's commitment to UJ's global excellence and stature (GES) strategy has been proven through the quality (and quantity) of work produced by VIAD. The Research Centre has solidified its ongoing and long-term contribution to FADA's and UJ's international profile for GES through the appointment of some of the foremost international and national scholars working in the fields of Black Studies, and African-Diasporic Visual Culture, as well as distinguished international artists, such as Alberta Whittle, and South African artists, Senzeni Marasela and Nolan Oswald Dennis, all of whom are doing cutting-edge work.

One of VIAD's strongest contributions to FADA, and towards excellence in research and innovation in UJ, and its national and international profile and stature is the quality, integrity and impact of the RC's numerous research outputs. The exceptional quality and academic standard of the textual and creative outputs of VIAD's research associates and visiting professors; the contributions they make to VIAD's focus on 'Living histories'; and their high-level positions within their institutions and profiles within the research community, bring an enormous amount of prestige to VIAD and FADA.

In terms of research outputs, VIAD submitted 36.5 units for textual research, and 4.5 creative research output submissions. This far exceeds its target of 25 units for the year.

Through a series of online public programme events, interdisciplinary platforms, panel discussions, exhibitions and publications, VIAD deepened work that was initiated in 2022, and had been developing since 2017. Projects supported in 2022 contributed towards a critical rethinking of history-making and future-imagining within



the historical paradigm (and contemporary afterlives) of racial slavery, colonial modernity and apartheid. This research thematic is directly related to UJ's strategic drive towards transformation and decoloniality.

INTERNATIONALISATION

Since last year, there has been a revival in both international travel and international projects. Opportunities were provided to students and staff for interaction and engagement with international institutions on various levels. The projects listed below highlight significant international activities in 2022.

The Architecture Department of Limkokwing University, Eswatini Campus, visited the Department of Architecture in November, intending to benchmark their Diploma and BSc Architecture degree programmes to meet the requirements of the Eswatini Higher Education Council. They had identified the University of Johannesburg as one of the universities to benchmark.

An advanced diploma student in Architecture, Leorick Chilimanzi, who was the 2021 recipient of an outbound travel fund to study a Master's in Advanced Architecture at the Institute of Advanced Architecture in Catalonia (IAAC), Barcelona, in 2021, returned in 2022 to complete the advanced diploma. He shared his digital learning experience through public lectures and tutorials in the Department while continuing to collaborate in an international office designing international projects – an exciting digital learning experience.

Dr Khaya Mchunu and Prof Neshane Harvey in the Department of Fashion collaborated with various institutions across the globe. They formed part of the Commonwealth Fashion Council steering committee to host the first-ever international online fashion education symposium in November 2022.

In addition, the Department of Fashion also hosted the Italian Embassy delegation in a fashion talk by renowned Italian fashion designer, Marianna Rosati, designer of the label DROMÉ. Furthermore, they hosted Nathanaelle Hottois, an award-winning fashion designer, founder, and CEO of Fashion Week-Studio, who engaged with students.

The Department of Interior Design negotiated a Memorandum of Agreement with Hasselt University in Belgium.

In the Department of Jewellery Design, Thato Radebe, Khanya Mthethwa and Mmeshi Nkadimeng participated in New York City Jewelry Week in October 2022. This was a project that showcased the work of the second-year students' 'Isibheqe' project.

Khanya Mthethwa was invited to showcase her work at Milano Jewelry Week in October 2022. She also showcased her work A-Galerii in Estonia from November 2022 to January 2023.

The Jewellery Design Department also hosted four international design experts who visited the Department to conduct workshops with the postgraduate students. They focused on introducing the students to working with alternative/found objects and expanding their design knowledge.

The Multimedia Department participated in the Erasmus+ Exchange Programme with the Academy of Art in Szczecin, Poland. Additionally, the Multimedia Department signed an agreement with Limkokwin University, Eswatini.

Through the Royal Academy in Antwerp, the Visual Art Department was awarded a R1 million grant from the VLIR-IOUS foundation for travel and scholarships. Wilma Mutize spent three months at the Academy as a master's student. Two employees went to the EVC conference in Kassel, Germany, which was held in conjunction with the Documenta Exhibition.

In the Department of Industrial Design, master's student, C. Croci, whose master's project is linked to digital fabrication, has visited and assisted at the ARS Electronica Digital Art Festival, University Linz, in Austria.

Additionally, in the L'Oréal Brandstorm International Competition undertaken by Industrial Design honours students, one UJ student group received SA recognition for their design outcome.

The Graduate School of Architecture (GSA) pursued international engagement through a variety of initiatives, including visits, staff and student exchanges with international institutions, schools and conferences, including Kingston University, London; Glasgow School of Art, Glasgow, Scotland; Aalto University, Finland; Graduate School of Architecture, Planning and Preservation, Columbia University, New York; Spitzer School of



Architecture, City College of New York; Pratt Institute, Brooklyn, New York; School of Architecture, University of Illinois Urbana-Champaign, Illinois, USA; RMIT University, Australia; University of Lagos, Nigeria.

Prof Mark Raymond, GSA Director, undertook a variety of international presentations at global architectural events, including as keynote speaker at the European Association of Architectural Educators, Glasgow, Scotland, in April 2022, a presentation on 4IR at the London Festival of Architecture, and as keynote speaker at the RMIT University Practice-Based Symposium in Barcelona, Spain.

GSA Deputy Director, Anna Abengowe, attended the AHRA Hybrid Conference at the Pratt Institute, Brooklyn, New York, accompanied by GSA Unit 19 Leader, Tuliza Sindi, who presented in person, while four students, Miliswa Ndziba, Tshwanelo Kubayi, Thandeko Mnguni and Tuki Mbalo, presented papers online.

In collaboration with the GSA, VIAD hosted the Women's Mobile Museum – a touring exhibition of the photographic practice of black women and women of colour and diverse gender identities. As a partnership with the Tilt Institute and the GSA, the exhibition was shown at UJ in October 2022. VIAD took the lead on the public programme, which included:

- A roundtable discussion with artists from the exhibition, including Tash Billington, Carrie-Anne Shimborsky, and Muffy Ashley Torres, held on the UJ Soweto Campus (SWC).
- An epistemic walk through UJ SWC highlighting public installations from the exhibition and the historic nature of the campus.
- A screening of the video, *Beyond a Whisper and a Cry*, by Alberta Whittle.

In addition, VIAD had three international visitors in 2022, namely Prof Kris Rutten (University of Ghent), Meliane Ferdinand King (curator of the Black Sonics exhibition, Brown University), and Machel Bogues (curator of the Black Sonics exhibition, UK-based).

VIAD signed a partnership agreement with the British Council for collaboration with them on the Professional Development Programme (PDP), which was run as part of Alberta Whittle's exhibition in Venice. The programme involved sending an undergraduate student to Venice for a period of up to three months, where they worked as an intern. VIAD, in collaboration with the Visual Arts Department and the UJ Internationalisation Division, sent a fourth-year student, Shalom Mushwana, to Venice for a month as part of the PDP.

This second iteration of the four-year Imagined New Project, in partnership with the Centre for Slavery and Justice, Brown University, comprises a four-part online international platform, titled Black Sonics Heritage as Heresy. This was launched in December 2021 and continued into mid-2022. It formed a digital programme that explores sound and sonics not as content, category, or the cultural 'by-product' of the black experience, but as a heritage of heretical praxis; as so many ways of being and becoming.

COMMUNITY ENGAGEMENT

Mr Alex Oppen registered a three-year project as a FADA flagship community engagement project (2021-2023), which involves public art collaboration with the community of Westbury. This project has gained recognition from the Office of the MMC Community Engagement in the City of Johannesburg, MMC Ronald Harris. The project exposes students to explore the meaning of social justice, restitution, and self-spatial expression of marginalised and under-resourced communities.

Department of Visual Art third-year students participated in various community projects, including painting educational murals at schools and student residences. They also participated in an international exhibition based on community engagement with Johannesburg waste pickers and the African Recycling Organisation (ARO). The results of the BA honours collaboration with ARO and Johannesburg waste pickers were presented at an international conference in Kassel, Germany, as part of Documenta 15.

In the Department of Industrial Design, community engagement projects in 2022 included outreach in Victoria Yards (third-year organised outreach), as well as an honours project linked to the UJ Feral Cats Project in the form of a mini dissertation project.

The Department of Graphic Design participated in various community engagement projects, which included the following:



- With the assistance of UJ Branding and the UJ Technology Transfer Office, four students created designs for the UJ Centre of Ecological Intelligence (UJ CEI), including a programme on healthy eating for early childhood development centres, wayfinding and branding, marketing materials, and an application for the selling of short learning programmes run by UJ CEI.
- Five students worked with Johannesburg Zoo, Seccus agency and HTGR agency on design solutions for the Zoo Edu-centre, Zoo interactive and selfie murals, Events at the zoo, a wayfinding and events app (with support from UJ Technopreneurship Centre for SCiIS, who wishes to take the project further as a student project in coding).
- Three students worked with Girls and Boys Town RSA on a commemorative food truck wrap for static fundraising, a food garden programme and educational support materials.
- One student worked with Buna Africa, a collaboration between UJ Graphic Design and Rhodes University as well as the national government, on marketing and branding materials, including a website redesign, for freshwater fishermen throughout Africa.
- One student worked with UJ-based journal *Communicare*, based in UJ Strategic Communications, on a redesign and cover for the journal.

ALUMNI AND STAKEHOLDER ENGAGEMENT

The Faculty co-hosted an alumni event with the University Alumni Relations Office. The event was held with the annual end-of-year student exhibition opening. Guest speaker, Heidi Lu, Counterspace and Architect, and senior staff addressed guests, welcomed alumni and opened the exhibition.

UJ ARTS AND CULTURE

A division of FADA, Arts and Culture is the custodian of several facilities where a range of university and external events including faculty board meetings, VC campus engagements, strategic breakaways, conferences, lectures, concerts, festivals, and theatre productions are hosted. Additionally, the Division presents an extramural arts and culture programme to students from across the institution as well as a diverse annual performing arts and exhibitions programme.

UJ Arts and Culture made tangible contributions to the University's strategic objectives during the year under review. This includes the submission of creative output, the support of institutional research efforts through the implementation of the University Research Committee (URC) funded Creative Output Stimulus Programme, and the implementation of a 4IR conference. The Division also offers a robust mix of extramural learning and mentorship opportunities for students, while it attracts international partners and collaborators of a high calibre.

The Division's strategic annual performing arts and exhibitions programme offers the UJ community access to good quality arts and culture experiences. Its annual programme included six physical and virtual exhibitions, an extensive yearlong playwriting laboratory, music concerts and comedy shows, the production of new South African musical 'Hlakanyana', the premiere of its art film 'Skeletons' at the Durban International Film Festival (DIFF), the premiere of theatre production 'Macabre' at and tour of 'Mothers Grimm' to the Vrystaat Arts Festival, several UJ Choir concerts, and the 'Futures and Beyond: Creativity and 4IR Conference'.

Arts and Culture's programme was augmented through a range of robust partnerships with MTN SA Foundation, the Centre for Creative Arts and the Centre for Jazz at the University of KwaZulu-Natal, Wits School of Arts' Cultural Policy and Management Department, The Cosmopolitan Collective, Music in Africa Foundation, Goethe Institute, DWR, Arts Research Africa (ARA) in the Wits School of Arts, DWR Distribution, Madevu Entertainment, internationally renowned dance company Broken Borders, Love Infinity Media, the Italian Cultural Institute (Istituto Di Cultura), Centro Luigi di Sarro, the French Institute in South Africa (IFAS), Missouri State University, Quava Vocal Group, Veni Cantare, World of Music, Arts and Dance (WOMAD) Festival, Mzansi Youth Choir, Imilonji Kantu Choral Society, Johannesburg School of Mask and Movement (JMAM), and Dos' Graduates Art Programme (GAP). The Division also supported activities presented by the UJ Library, UJFM, the Postgraduate School, and the Transformation Unit.

The objective of the FADA interdisciplinary theatre programme is creating opportunities for creative collaboration across disciplines with the view of acquiring new skills and knowledge that include, in addition



to cross-discipline development, creative and critical thinking and problem-solving skills as well as learning more about collaborative environments and processes. The programme sees second-year students from the Faculty of Art, Design and Architecture get together in interdisciplinary groups to work on different design elements of a production produced by the Arts and Culture Division. Titled 'The Theatre 101 Lecture Series', the programme includes the development of mood boards, marketing collateral, and building props and a model of the set designed by groups. In 2022, the project was implemented for the first time since the advent of the COVID-19 pandemic. The case study was the Division's production of original South African musical, 'Hlakanyana', which was performed at the UJ Arts Centre in May.

During the year under review, 'Hlakanyana' produced by UJ Arts and Culture in partnership with Madevu Entertainment won the Award for Best Public Performance at the 7th HSS Awards Ceremony presented by the National Institute for the Humanities and Social Sciences (NIHSS). The Division's Operations Manager, Karabo Mtshali, received two Naledi Theatre Award nominations for Best Set Design. Arts and Culture's production of 'Macabre' written by the Head of the Division, Pieter Jacobs, and designed by Karabo Mtshali, was nominated for the Vrystaat Arts Festival's Trailblazer Award in October 2022.

Activities presented by Arts and Culture attracted publicity to the advertising value equivalent (AVE) of R11 846 496 as tracked by the University's media monitoring service, PEAR. The Division's main website attracted 139 816 unique visitors, and UJ Art Gallery's digital platform, Moving Cube, attracted 66 181 unique visitors. The Division's digital footprint has seen an increase of 9,6% with a total of 36 729 followers across the Division's social media platforms.

RESOURCE MANAGEMENT

The Faculty continues to grow resources while at the same time maintaining the resources that we have, such as studios, workshops, computer labs and other essential resources. We continue to grow the FabLab, which introduces students to digital design thinking at undergraduate and postgraduate levels, assisting in developing their digital design methods. The facility is well-resourced to provide a rich learning experience with modern 3D printers and 3-axis CNC machines. It also has virtual reality headsets, a drone and other high-tech equipment.

FADA started with future-fit spaces for teaching and learning, and our first Smartboard was fitted in one of the shared lecture venues.

Valued at an estimated R105 546 108, the UJ Art Collection is managed by attending to upkeep of storage spaces, documentation, research, redistribution of artworks, completion of an annual inventory and assessment of display spaces on campuses. The lack of museum standard storage facilities in the Art Gallery and on any of the campuses poses a major risk to both the condition and safety of the UJ Art Collection. The subsequent increase of moisture in the storerooms due to ongoing leaks in the gallery roof is cause for concern due to the collection's exposure, as is the increased development of mould, which if unmonitored and unresolved, will cause great damage to the collection. Some of the older artworks in the storerooms are exhibiting signs of deterioration.

Arts and Culture is also responsible for the management of several facilities, including the UJ Arts Centre with a 428-seater theatre, a 16-seater conference room and two studios, the UJ Art Gallery, the Experimental Theatre, also on the Kingsway Campus, as well as the 180-seater Bunting Theatre with adjacent studios, an office on the Doornfontein Campus and an office and rehearsal studio on the Soweto Campus. Arts and Culture secured an allocation for the refurbishment of its Bunting Road facility, namely the Old Central Kitchen, which will be utilised by the Faculty for a range of research, academic, and arts and culture activities.

GOVERNANCE AND QUALITY ASSURANCE

In each department, various effective quality assurance procedures were in place. The Faculty Teaching and Learning Committee monitored the approval and development of new programmes, academic policy changes, external examiner approvals, and revisions to academic rules and regulations. The Faculty Re-admissions and F7 Exclusion Committee oversaw student readmission and tracked returning and F7 students.



Student and academic data were efficiently managed under the direction of Ms Neeradevi Chinnah and her staff of administrators. Key performance indicators for all functions consistently received high marks in the audits conducted by Central Academic Administration.

The Health Professional Council of South Africa (HPCSA) conducted a site visit for the newly implemented Art Therapy honours and master's programmes. FADA actively participated in the CHE Audit held in 2022. Programmes offered in the Faculty continually undergo review of programme content.

LOOKING FORWARD

Following the departure of Prof Laurent, FADA is looking forward to starting a new chapter with a new executive dean in 2023. The student selection process that was changed in 2022 will be reviewed and improved for applications received in 2023. After much planning and deliberation, the FADA FabLab will incorporate the industrial design workshop space, thereby enabling greater exploration and interdisciplinary teaching through research. The Old Central Kitchen on APB, a UJ Arts and Culture facility, will become a research hub to accommodate some postgraduate programmes, research and the artist-in-residence programme.

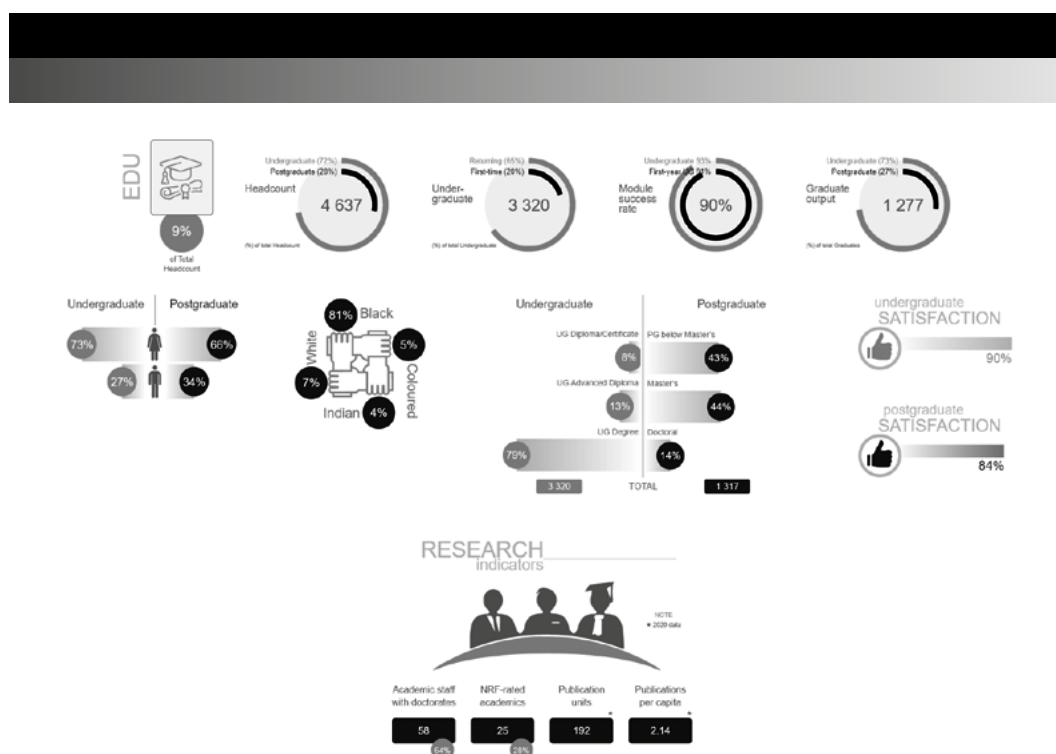
A handwritten signature in black ink, appearing to be 'Desiree Smal', with a large, stylized initial 'D' and 'S'.

Desiree Smal (Prof)

Executive Dean:
Faculty of Art, Design and Architecture
(Acting)



Faculty of Education



FACULTY AT A GLANCE

- The Faculty of Education operates from three campuses: Soweto Campus (SWC), Auckland Park Kingsway (APK) Campus, the research village on the Auckland Park Bunting Road (APB) Campus and from JBS Park (APK).
- In 2022, the Faculty comprised five academic departments, two independent research centres and two department-embedded research centres, and housed four National Research Foundation (SARChI) Chairs.
- The academic departments: Educational Psychology (Head of Department: Prof Anthony Brown), Education Leadership and Management (Head of Department: Dr Suraiya Naicker), Childhood Education (Head of Department: Prof Sarita Ramsaroop), Education and Curriculum Studies (Head of Department: Prof David Robinson and Dr Nazreen Dasoo), and Science and Technology Education (Head of Department: Prof Umesh Ramnarain).
- The NRF SARChI Chairs are Education and Care in Childhood (Chairholder: Prof Jace Pillay); Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Chairholder: Prof Elizabeth Henning); Teaching and Learning in Post-school Education and Training (Chairholder: Prof Shireen Motala); and Community, Adult and Worker Education (Chairholder: Prof Salim Vally).
- The research centres are as follows: Ali Mazrui Centre for Higher Education Studies (AMCHES) (Director: Prof Emnet Woldegiorgis) and the Centre for Education Rights and Transformation (CERT) (Director: Prof Salim Vally). Two additional centres, namely the Centre for African Languages Teaching and the



Centre for Neurodiversity are located in the Departments of Childhood Education and Educational Psychology, respectively.

- Types of qualifications offered: Initial teacher education (ITE) qualifications: Bachelor of Education (BEd) and Postgraduate Certificate in Education (PGCE); qualifications for continuous professional development: Advanced Diploma in Education (AdvDip in Ed) and Postgraduate Diploma in Education (PGDip in Ed); and postgraduate programmes at honours, master's and doctoral level.
- Flagship programme area, according to UJ criteria, is Childhood Education (Soweto Campus).
- Three strongest postgraduate programme areas are: Educational Psychology, Educational Leadership and Management, and Information and Communication Technology (ICT) in Education.
- Two online master's programmes that attract students from many international contexts: the Master in Information and Communication Technology (ICT) and the Master in Education Leadership and Management.
- Total number of full-time academic and fixed-term contract staff: 90 (including the executive dean).
- Total number of administration and support staff: 20.
- Research output submitted to the DHET for accreditation: 229.81 research units (against a target of 200).
- Number of postdoctoral research fellows: 23.
- Two schools associated with the Faculty: UJ Academy (secondary school) and Funda UJabule School (primary school).
- Two research journals hosted by the faculty: Education as Change and the South African Journal of Childhood Education.

OVERVIEW

The Faculty of Education strives to become a leader in transforming education practice and its research in a quest for greater social justice. In a world increasingly impacted by 4IR, the value of technology is vital in driving innovations that can be harnessed in service of the quest for greater social justice in education.

The Faculty's academic programmes start with pre-service teacher education (NQF Level 7) and lead up to postgraduate qualifications at the doctoral level (NQF 10). The Faculty's academic offerings also include continuing education programmes for teachers, educational practitioners in higher education, practice settings and the world of work, and make provision for a growing cohort of postdoctoral research fellows (23 in 2022).

Three academic departments, namely Educational Psychology, Education Leadership, and Management and Childhood Education, and two NRF SARChI Chairs, namely the Chair in Education and Care in Childhood, and the Chair in Integrated Studies of Learning Language, Science and Mathematics for the primary school are situated on SWC.

The Department of Childhood Education (CE) is part of a UJ flagship programme that operates in collaboration with the SARChI Chair in primary school learning. This Department offers Bachelor of Education (BEd) foundation (FP) and intermediate phase (IP) and several PG qualifications. The UG qualifications are offered in collaboration with the Funda UJabule teaching school (FUJS) and the Gauteng Department of Education, and operates as a site for training teachers, similar to how teaching hospitals operate. The school is also an education laboratory and incubator for educational innovations. Additionally, the Department hosts the Centre for African Languages Teaching (CALT@UJ); this Centre enables practice-based research and research-based practice in the education and development of teachers who teach African languages in the FP and IP of schooling, and those who teach through the medium of African languages in the FP of schooling. In 2022, 116 Grade R teachers were trained.

Two departments straddle both campuses. On SWC, the Department of Educational Psychology staff offer courses on child development in the primary school teacher education programmes. The Department also has a sought-after suite of postgraduate programmes, one of which, the Master's in Educational Psychology,



is registered with the South African Medical and Dental Association. With DHET support, the Centre for Neurodevelopmental Learning Needs was launched in 2022. The Department of Education Leadership and Management is best known for its in-service professional development programmes. It runs a popular online master's and a new online Honours in Educational Management – both offered in collaboration with Higher Education Partners South Africa (HEPSA). The education leadership and management programmes are popular with school leaders (heads of departments, deputy principals and principals). Although the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, they also service the secondary school teacher education programmes on APK Campus.

Two departments are fully situated on APK Campus, namely Education and Curriculum Studies, and Science and Technology Education. Two popular programmes at PG level are Science Education and the online Information and Communication Technology in Education. Both the NRF Chair in Teaching and Learning in Post-school Education and Training and the Ali Mazrui Centre for Higher Education Studies housed on the APK Campus and at JBS Park focus on higher education as a field of study. The Centre for Education Rights and Transformation (CERT) and the NRF SARChI Chair in Community, Adult and Worker Education (CAWE) are housed in the research village on APB Campus.

STAFF

In 2022, the Faculty of Education had 90 full-time permanent academic staff members (including the executive dean); 63% (n=57) of academic staff held doctoral degrees and were supported by 20 administration and support staff. The levels of appointment of academic staff were as follows: 12 assistant lecturers (14%); 31 lecturers (34%); 14 senior lecturers (15%); 21 associate professors (24%); and 12 professors (13%).

The equity profile for academic staff is outlined in Table xx and reflects steady growth in the number of staff from designated groups (excluding white women) and international staff over the last five years. Of the total, 69% (n=62) are classified as designated and 31% (n=18) as non-designated, including international staff (n=10). The gender profile in 2022 was male 38% (n=34) and female 62% (n=56). The profile in terms of equity reporting for administration and support staff was as follows: 80% (n=16) designated (excluding white women) and 20% (n=4) non-designated. The gender profile in 2021 was male 20% (n=4) and female 80% (n=16).

The demographic profile of the academic leadership group (dean, vice-deans, HODs and HFA) (n=9): eight designated and one non-designated, comprising five females and four males.

Table 29: Employment equity profile of academic staff (2018-2022)

EQUITY LEVELS	2018	2019	2020	2021	2022
Non-designated groups	25	21	17	17	18
Designated groups	47	56	63	61	62
International black	6	7	10	10	10

The Faculty hosts several assistant lecturers (AL). The AL programme aims to nurture a new generation of scholars and provide additional teaching capacity with a focus on areas of strength and scarce skills. In 2022, the Faculty had 12 assistant lecturers: six in the Department of Childhood Education, five in the Department of Science and Technology Education, and one in the Department of Leadership and Management.

Staff development

Staff had access to UJ-led and Faculty-initiated development opportunities. Most staff attended the UJ masterclasses and CAT workshops.

Additionally, 18 staff members from two departments, CE and SciTechEd, participated in testing the feasibility of an innovative in-video collaboration application, Annoto. This application enabled students to contribute, share and learn together, promoting an interactive group experience. Student engagement was tracked



over a six-month period using the Annoto dashboard, which applied real-time learning analytics. In the Department of Childhood Education, Prof Luneta from the DCE raised funding from the British Research Council via University College London for joint supervision training, leading to the recognition of eight staff for doctoral supervision from the United Kingdom Council for Graduate Education.

Five staff members, Prof Lydia Mavuru, Prof Kat Yasmin, Prof Pinky Makoe, Dr Veronica Dwarika and Dr Nazreen Dasoo, successfully completed the UJ's Women in Leadership Development Programme, with Prof Yassim's team winning the research award. Prof S Ramsaroop completed the Research Leadership Programme at UJ. Administrative staff took advantage of the HR-led development activities.

NRF-rated researchers

The Faculty's number of NRF-rated researchers has been growing steadily over the years. In 2022, there were 26 NRF-rated researchers:

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

Recognitions and awards

There were numerous national and international awards and recognition for staff. Two DVPs, Philip Hallinger and Tony Onwuegbuzie, were respectively ranked – the former #126h in the world and #1 in Thailand in the social sciences and humanities by Research.com (<https://research.com/scientists-rankings/social-sciences-and-humanities>; <https://research.com/scientists-rankings/social-sciences-and-humanities/th>). According to the AD Scientific Index World Scientist and University Rankings 2022, within the Field of Education, Prof Onwuegbuzie was ranked #1 in Africa, #1 in the United Kingdom, #2 in Europe and #14 in the world (<https://www.adscientificindex.com/?subject=Education+%2F+Education&tit=Education>).

Dr Dean van der Merwe, a lecturer in the Department of CE was awarded the prize for the VC's Most Promising Teacher in the VC's Distinguished Teaching Awards. Prof Andy Carolin of the same Department won both the VC's Teacher Excellence Award and the VC's Distinguished Award for Book of the Year (*Post-Apartheid Same-Sex Sexualities: Restless Identities in Literary and Visual Culture*). In other news, Prof Sarah Gravett was inducted into the Academy of Science of South Africa (ASSAf) and Prof Kakoma Luneta was recognised as a research supervisor by the UJ Council for Graduate Education. Prof Jacqueline Batchelor was recognised as a Teaching Advancement at Universities (TAU) Fellow with a project on learning analytics to inform pedagogical decisions on module and programme level. She was also elected to the U21 Educational Innovation Learning Analytics working group. Prof Chisholm was elected Corresponding Fellow of the British Academy.

There were also several nominations: Prof Elizabeth Henning for the National Science and Technology 2022 lifetime awards and Prof Tumi Diale for the Fabulous Woman Awards.

TEACHING AND LEARNING

Enrolment and student profile

A total of 4 638 students were enrolled in 2022, of whom 3 314 were undergraduates (70%) and 1 395 postgraduate students (30%). Table 30 outlines the headcount enrolment per qualification type in the Faculty. The number of PG students has steadily been increasing over the last five years. In 2022, first-time entering undergraduate degree enrolments were 1 057. Total enrolments in the ITE programmes, namely the BEd and the PGCE, stood at 3 243. Enrolments in the master's degree were 573, while doctoral degree numbers were 179. The student profile in terms of demographics was black 78% (n=3 621); Coloured 5% (n=220); Indian 3% (n=166); white 7% (n=333); international 4% (n=176), and no information 3% (n=122).



Table 30: Enrolment per qualification type over the period 2018 to 2022

QUALIFICATION TYPE	2018	2019	2020	2021	2022
Advanced Diploma in Education	45	66	140	95	71
Bachelor of Education (BEd) degree	2846	2808	2737	2722	2631
Postgraduate Certificate in Education	225	194	220	412	612
Postgraduate Diploma in Education	39	43	80	103	107
Bachelor of Education Honours degree	282	309	373	538	458
Master's degree	477	492	596	585	573
Doctoral degree	137	132	148	154	179
TOTAL	4 051	4 044	4 294	4 609	4 638

UG and PG graduates

The academic performance of students is generally satisfactory although there have been challenges with returning students (often due to financial stress) and the number of academic exclusions at UG levels. Nevertheless, there was a slight increase in the course success rate for the BEd (four-year undergraduate degree): from 91,6% in 2021 to 93,2% in 2022. Graduate output at PG levels is steady, although there has been a gradual increase in the PGDip and honours numbers.

Student access and success and support for students

Student support remained a priority as UJ moved back to face-to-face classes in 2022, particularly given that the 2020 and 2021 cohorts had very little in-person contact with peers and academic staff and tutors. Assisting students with enculturation into the normal academic environment on campus was key. The Manager: Initial Teacher Education (ITE) (Prof Batchelor) and a lecturer from SWC (Mr Baloyi), with the assistance of 10 tutors ran a year-long First Year Experience (FYE) seminar. The Faculty of Education seminar was used as an example of best practice for other faculties within UJ. Particular elements that worked well were the high levels of student engagement and individualised support for first years. Students participated in quizzes, reflected in their journals, engaged in their groups, and had exposure to check-in videos that addressed current events and student concerns. Some of these included videos from UJ support services related to NSFAS queries, exam preparation, study skills, time management, and COVID-19 vaccination information.

UJenius

In 2022, six students featured on the UJenius list, and 93 Orange Carpet (OC) students were admitted. The number of OC students is pleasing as it is one indication of the growing importance of teaching as a career – academic excellence is one of the hallmarks of countries that produce top performing teachers. Key now is to ensure that these OC students are supported sufficiently to retain their academic scores in successive years of study so that they transition into becoming UJenius students.

Innovations, new initiatives and quality management

All initial teacher education programmes are offered across FE departments with oversight and coordination provided by the Manager: ITE and the Vice-Dean: Teaching and Learning. In the high school teacher education programmes, subject specialisations (majors) are offered by the Faculties of Science, Health Sciences, Humanities and the College of Business and Economics. Programme focus groups and committees play an essential role in quality enhancement, particularly for initial teacher education (ITE). These committees report to the Faculty's Teaching and Learning Committee and in turn to Faculty Board.

UJ's focus on 4IR found expression in many of the activities in the FE's programmes, activities and research, all of which contribute to the graduate attributes desirable for teachers and educational practitioners and leaders. This included revising (in two breakaways for staff) the overarching aims of the Postgraduate Certificate in Education (PGCE) and the BEd SP and FET phase programmes. In addition, further highlights were innovations



involving infusing 21st century competencies into modules and lesson designs; the expansion of SCRATCH coding to include third- and fourth- year students on SWC to teach creative computing to student teachers through coding; open days in the VARSTEME hub (Virtual and Augmented Reality in Science, Technology Engineering and Mathematics Education); the development of culturally anchored virtual and augmented reality simulations (CAVARS) for school science practical work; and the promotion of a partnership with Mursion for the use of their platform for teaching practice using avatars through TeachLivE™.

The Funda UJabule School, the Faculty's teaching school, broke ground (with funding via the Gauteng Education Department) on a state-of-the-art Makerspace, which is a combination of a science, technology and engineering lab, computer lab, and art room. It is a tinkering space that allows student-teachers and children from FUJS creative ways to design, experiment, build, and invent while learning to collaborate, think critically about complex problems, develop creative solutions to challenges, and apply curriculum knowledge to practical problems.

The Faculty innovation in the teacher education space of a school-based student teacher programme for the FP, which operates in collaboration with a few partner schools, completed its second year in 2022. The number of partners and cooperating schools is growing steadily, and the Executive Dean continues to serve as a voting member of the Teacher Internship Collaboration South Africa (TICZA) steering committee.

At least 15 new short learning programmes (SLPs) were developed in 2022, addressing key needs in the teaching profession. The virtual Centre for Neurodiversity officially launched its physical offices in 2022 and is increasingly playing an important role in addressing training and development in this underserved area of the South African schooling system.

At PG level, a new fully online honours programme was launched by the DELMC in collaboration with HEPSA.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Outputs – publications

The FE's research output continues to grow steadily with a submission of 211.16 research output units in 2022 against a target of 200, mostly from journal articles, conference proceedings and book chapters. Table 31 shows the growth over the period 2018 to 2022.

Table 31: Research output 2018-2022

RESEARCH	2018	2019	2020	2021	2022
Journals	74.84	109.24	150.67	143.22	165.8
Proceedings	18.45	10.66	12.92	17.86	13.35
Chapters	16.07	8.22	25.94	48.4	32.01
Books	18.4	10	2	15	0
TOTAL	127.76	138.12	191.53	224.48	211.16

Impact

The impact of the research and innovation in the Faculty is evident, firstly in that 96,5% of articles have been published in international journals, 49% with a focus on 4IR. Within UJ, the FE continues to lead the way in the scholarship of teaching and learning (SoTL) with 63% of submissions with this focus. The Faculty's role in promoting the use of advanced learning technologies was realised when the VARSTEME Hub in the Faculty of Education, in collaboration with UJ's Metaverse Research Unit, hosted the prestigious International Virtual and Augmented Reality Technology-enhanced Learning (VARTEL) conference (hosts: Prof Umesh Ramnarain and Dr Herman Myburgh from the Institute for Intelligent Systems). The Department of Science, Mathematics and Technology also takes a leading role in empowering science teachers to become agents in transforming STEM learning experiences at school, thereby inspiring youth to take up future studies in STEM education (<https://www.dailymaverick.co.za/article/2022-07-24-for-young-people-facing-a-jobless-future-technology-enhanced-learning-could-be-a-game-changer/>).



PDRFs

There has been considerable growth in the number of PDRFs over the last three years. There has been an accompanying growth in the number of supervisors, with many more staff taking on this role. The number of accredited journal article units from the PDRF cohort has grown from 44.09 units in 2021 to 61.18 units in 2022, but the number of book chapters has decreased. The growth in the PDRF cohort is largely due to the stewardship and coordination of the Vice-Dean: Research and Internationalisation, Prof Mdu Ndlovu. Seven PDRFs were offered a special appointment as senior PDRFs because of their better-than-average research publication output in 2022. One PDRF, Dr Chiedu Eseadi, supervised by Prof Tumi Diale, published an impressive 9.07 research output units, one of the highest at UJ.

Research structures

The four SARCHI research chairs and two research centres extended their research trajectories and collaborations in 2022. The NRF SARCHI Chair: Integrated Studies of Learning Language, Science and Mathematics in the Primary School (Chairholder: Prof Elizabeth Henning) investigates how STEM learning and reading competence intersect in the performance outcomes of primary school learners. The four main research projects saw considerable gains in functional Near-Infrared Spectroscopy (fNIRS) research with three designs completed for pre-registration on the Open Science Forum (<https://osf.io/>). In addition, the MARKO-D SA test has been translated into a fifth South African language, namely Tshivenda, for use in schools, and the Meerkat Mathematics Language Tees (MMLT) has been validated and is now eligible for publication with the South African Health Professions Council – MMLT was developed in conjunction with a PDRF. There are long-standing partnerships with Harvard and the University of Helsinki. The Chair also hosts the Scopus-listed *South African Journal of Childhood Education*.

The NRF SARCHI Chair in Education and Care in Childhood (Chairholder: Prof Jace Pillay) is in its second five-year term and has narrowed its focus to the psycho-social development and mental health of children and youth. Significant research partnerships were established or continued in 2022. The one with Johns Hopkins University and the DBE has led to the rollout of the Common Elements Treatment Approach to provide psychosocial support in South African schools in all nine provinces in February/March 2023.

The NRF SARCHI Chair in Teaching and Learning (Chairholder: Prof Shireen Motala) is a transdisciplinary Chair focusing on Post-School Education and Training. A key imperative is to promote equitable access, transformation, inclusion, diversity and centring of indigenous knowledge in and through the work of the Chair. The SARCHI T&L Chair is part of a global higher education network, including the Pan-African Critical University Studies, the Council of Graduate Schools, and the South African Education Research Association.

The DHET-DST/NRF SARCHI Chair in Community, Adult and Worker Education (CAWE), together with the Centre for Education Rights and Transformation (Chairholder and interim director: Prof Salim Vally), are located at UJ, and work in conjunction with the NMU's Centre for Integrated Post-School Education and Training, thus facilitating inter-institutional research collaboration. The Chair locates its work within a broader investigation of the role of community, adult, and worker education in addressing the triple challenge of inequality, unemployment, and poverty. Prof Vally was honoured to deliver the SA Education and Research Association's 2022 Nelson Mandela Legacy Lecture 'Mandela, Education and the Indignity of These Times', (<https://bit.ly/3NzGNRo>). The Chair also hosts the Scopus-listed journal *Education as Change*. A new director for CERT will take office in 2023.

The Ali Mazrui Centre for Higher Education Studies (AMCHES) (Director: Prof Emnet Woldegiorgis), grew to a staff of four academics. The Centre also has eight doctoral students, nine postdoctoral research fellows (PDRFs), two distinguished visiting professors (DVPs), and 11 research associates (RAs). AMCHES continues to develop as a leading Pan-African centre for multidisciplinary scholarly research, training and professional development in higher education, with the overarching frame: The socially embedded university: embracing access, equity and social justice in higher education.

Research funding

Research funding amounted to R9 654 996. The bulk of the funding was from the National Research Foundation.



PARTNERSHIPS, STAKEHOLDER AND COMMUNITY ENGAGEMENT

The Faculty continued to expand on its network of collaborators nationally and internationally with particular emphasis on expanding its Pan-African networks with the involvement of all entities. Numerous new collaborations came to fruition in 2022 and include entities in both the Global South and the Global North.

Some of these collaborations jointly address the SDG and African development: SARCHI Chair Prof Vally jointly developed the United Nations University's (UNU) Global Leadership Training Programme for Sustainable Development in Africa with Visiting Professor Spreen from New York University and Prof Yamaguchi from Tokyo University. Prof Vally also serves on the advisory committee of the Global Labour Research Centre (GLRC), based at York University, Canada (<https://www.yorku.ca/research/glrc/people/advisory-committee/>). The GLRC acts as hub for pan-university research collaboration on global labour and promotes research that engages with a wide range of labour and community partners. Another successful collaboration addressing the SDGs was by Prof Yassim in the DELMC for developing a 'green pedagogy' for higher education, 'Innovative design thinking, arts-based and digital transformation practices for sustainable development', with Lund University.

Local partnerships also proliferated, such as those with the Kagiso Trust and the National Education Collaboration Trust, which addressed SDGs with a focus on 'Environmental integrity and social wellbeing'. In the Department of Education and Curriculum Studies (ECS), Dr Dasoo, as UNESCO UNITWIN chair in values, delivered a keynote at the UNESCO conference on global citizenship. The UNITWIN/UNESCO Chairs Programme, which involves over 850 institutions in 117 countries, promotes international inter-university cooperation and networking to enhance institutional capacities through knowledge sharing and collaborative work. An application for renewal is pending.

On the staff and student exchange front, there were staff exchanges, both virtual and physical. At UG level, a highlight was a week-long Maths Modelling Week for fourth-year mathematics methodology students in collaboration with Hasselt University in Belgium. Staff from the CE and EP departments accompanied students on an Africa-by-Bus trip to Eswatini and were hosted by the Eswatini Ministry of Education, the Teacher College and the William Pitcher Teachers College, Nazarene High School and the Limkokwing University of Creative Technology.

On the staff exchange front, SciTechEd hosted Prof Tutaleni, Director of the Emerging Technology and Creativity Research Lab in the School of Educational Foundations, Leadership, and Aviation at the Oklahoma State University's College of Education and a Carnegie Africa Diaspora Fellow at UJ. Prof Sam Ramaila of the SciTechEd participated in the staff teaching mobility organised by Afyon Kocatepe University in Turkey as an integral part of the Erasmus programme.

Community engagement projects

Community engagement and service learning continue as particular strengths of the Faculty. In the UG programmes, SL is extensively infused into the curriculum. Other community organisations were well served in 2022, such as the Delta Environmental Centre, and key activities included contributing to the Department of Environmental Affairs Youth Environmental Service (YES) programme in Gauteng province, and various NGOs and NPOs. With the launch of the physical Centre for Neurodiversity on UJ's Soweto Campus, community engagement within the larger Soweto and surrounding communities is growing. CERT and CAWE supported by the DVV-International (DVV International is the Institute for International Cooperation of the German Adult Education Association), and DHET hosted a two-day gathering of 70 community college educators, principals, and officials from around South Africa to operationalise an implementation plan for non-formal community education including communication and resource mobilisation strategies. Prof Lautenbach (SciTechEd) serves as chair of the Skills Development National Project of the SANParks Honorary Rangers where he contributes to national training and development within the organisation.

Alumni and stakeholder engagements

The Faculty was fortunate to be the academic home of the UJ Convocation President, Prof Diale. An alumni function was hosted at STH for delegates, with a large number joining online. This is an area of growth and development for the Faculty.



The Faculty continues to engage with multiple national and international stakeholders, including the Department of Basic Education, Provincial Departments of Education, the DHET, the National Education Collaboration Trust, the South African Council of Educators, UMALUSI, community organisations, NGOs, corporate foundations and other entities within the Science and Innovation sector. This has resulted in large development scholarships, and training and development support through the ETDP SETA. Internationally, relationships with existing stakeholders such as the U21 network, the Global Dean's Forum, UNESCO and international science councils remain while additional partnerships were added to the FE network.

The Faculty was particularly pleased that a former staff member and alumna, Prof Lara Ragpot, was appointed as Dean of the School of Education at Trinity Western University in Canada. She retains her affiliation with UJ and is involved in the Faculty's international collaboration networks.

Transformation

Transformation remains high on the priority list of the Faculty – with the Faculty's transformation committee implementing the UJ strategy and also taking input from staff on the ground to inform UJ transformation strategies. Transformation of the curriculum was ongoing to include issues of decolonisation and the incorporation of technology and the sustainable development goals into the curriculum. Designated candidates are actively headhunted for advertised positions. The Faculty's numbers of South African designated and international staff are very healthy.

Governance and risk management

The Faculty of Education Leadership and Management Committee (FELMC) consists of the executive dean, vice-deans, heads of departments and head of faculty administration. The primary purpose of the FELMC is to provide leadership and management regarding the execution of the Faculty's strategic intent and values, as well as to oversee quality assurance measures. Each academic department is also serviced by a deputy HOD. In addition, the following committees were functional: Research Ethics Committee, Research Committee, Research Finance Committee, Higher Degrees Committee, and Transformation Committee. These quality assurance measures help address, in a hands-on fashion, leadership training for succession and enable sufficient coverage of all elements of the academic project.

There were several risks associated with the return to in-person classes, particularly at honours level – as many students had assumed remote teaching and learning would continue and were unprepared for class attendance.

THE WAY AHEAD

The Faculty is increasingly using a data-driven approach to improvement and goal setting, paying particular attention to improving administrative processes and procedures. A primary focus is support for students, with an emphasis on ensuring that time to completion is improved both at UG and PG levels. The Faculty's excellent work in streamlining a uniform template for Blackboard, first introduced in 2019, is refined each year, and this and its excellent First Year Experience Seminar programme enable the Faculty to meet the UJ strategic objectives related to teaching and learning. In addition, the Faculty's ease of transition to blended modes of learning capitalises on the learnings from the COVID-19 period of online learning and deepens the possibilities offered by innovations, including the use of augmented and virtual reality.

The Faculty of Education has once again exceeded its projected research output targets and will now place emphasis on increasing its external research funding/grant-making. In addition, staff will actively look for opportunities to make the research digestible for a wider audience through seminars, webinars, public lectures and op-eds. Considerable effort has gone into increasing our Pan-African collaborations, especially with HEIs in the SADC region and with partners in the U21 network. Many of the Faculty's plans to increase its third-stream income have come to fruition with more than 15 new SLPs passing through the relevant UJ approval processes so that they can be offered in 2023.



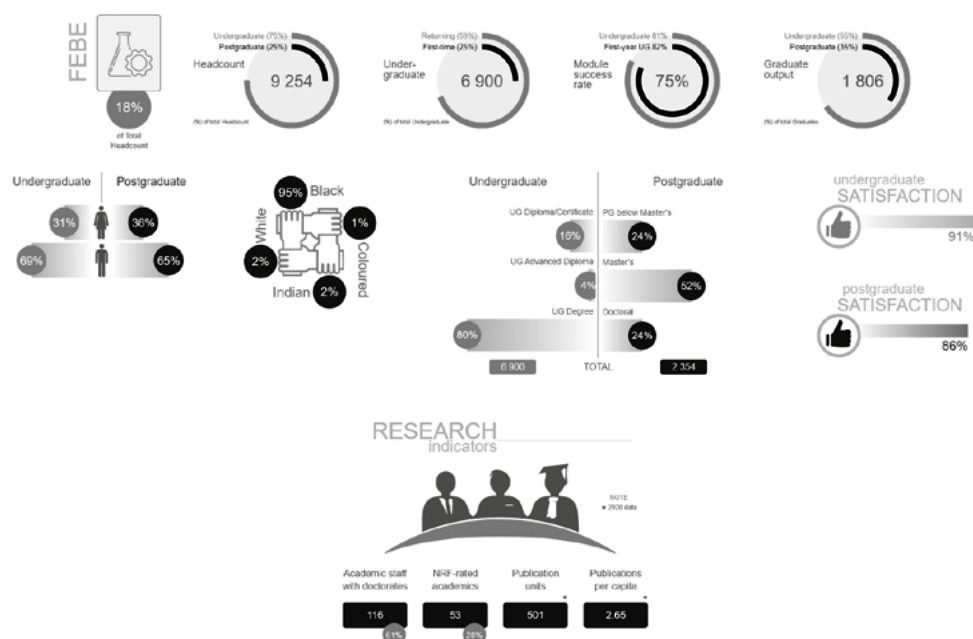
Nadene Petersen (Prof)

Executive Dean: Faculty of Education



Faculty of Engineering and the Built Environment

FACULTY AT A GLANCE



The Faculty of Engineering and the Built Environment (FEBE) has maintained both stability and excellence in key performance areas following the pandemic. FEBE is the second largest faculty at the University of Johannesburg and the largest in the Science, Engineering and Technology (SET) category. FEBE's total student headcount for 2022 was 9 254, evidence of the gradual growth envisioned for the Faculty. This was an increase from the total 2021 headcount of 9 059 (HEDA, Dean's Infographics). The moderate increase in headcount in 2022 is significant in that it depicts the planned, deliberate, gradual growth envisioned for the Faculty, in line with available resources.

FEBE's undergraduate and postgraduate split is edging closer to the desired strategic long-term enrolment profile of the Faculty. The split currently sits at 75% undergraduate and 25% postgraduate, with growing promise that the envisaged split of 70% undergraduate and 30% postgraduate will be quite easily attainable in the near future.



In parallel with the trend of decreased enrolment since the phasing out of non-aligned undergraduate programmes, FEBE's graduation rate has similarly experienced a minor decrease, in relation to previous years. This could largely be attributed to the fact that the majority of FEBE programmes are fairly new, with the first cohorts only graduating from 2020 onwards. Given the newness of these programmes, initiatives have already begun to improve the throughput and graduations rates.

FEBE's student satisfaction rates remain fairly high, at 91% for undergraduate and 86% for postgraduate respondents. It is to be noted that student satisfaction in the Faculty peaked during the pandemic in 2020, indicative of FEBE's agility in adapting to online teaching and learning approaches, but this is also testament to the emerging student appetite and satisfaction for hybrid approaches to learning delivery.

FEBE comprises 116 academic staff members who hold a doctoral qualification, seeing an increase of six doctoral staff from 2021. As FEBE's efforts grow in this area, the Faculty has performed outstandingly well in the area of research and innovation. FEBE is home to 53 NRF-rated academics. In the area of research excellence, FEBE is proud, not only of its departmental contributions towards its research output targets and sectoral innovation, but also of the significant contribution made by its research centres and technology stations.

FEBE, at a glance, has maintained stability and planned strategic growth in key areas. Since the pandemic and its associated disruption, FEBE has cemented its commitment towards the quality of teaching and learning.

INTRODUCTION

The 2022 academic year saw FEBE adopt a hybrid approach to teaching and learning. FEBE's ability to transition smoothly back into face-to-face teaching and learning speaks to the Faculty's adaptability and agility.

The Faculty ensured that first-year students were taught face-to-face and only later year students had online exposure. Despite the many varying limiting challenges associated with the pandemic, the Faculty held strong in its determination to not only meet, but exceed its research output targets. In this vein, it is not surprising that FEBE's student satisfaction ratings reflect the same dedication to the academic endeavour.

One of the many accomplishments of the Faculty in 2022, one which undoubtedly stands out, was the successful hybrid accreditation visits by the Engineering Council of South Africa (ECSA) to the Auckland Park Kingsway (APK) Campus. The performance of the Faculty resulted in one of the most positive outcomes of recent ESCA accreditation visits.

In line with the University's vision to position itself as the University of the Fourth Industrial Revolution (4IR) in South Africa, FEBE also hosted a number of international 4IR experts during the year, both in-person and online. FEBE also delivered a number of short learning programmes (SLPs) related to 4IR via online tools, such as Blackboard. In this way, the Faculty has continued its earnest efforts in contributing towards the growth and expansion of the Fourth Industrial Revolution.

The Faculty has risen above a number of challenges facing the country and higher education at large. Given the Faculty's steady and continued contribution towards the strategic objectives of the institution, FEBE has triumphed through yet another successfully completed academic year.

FACULTY GOVERNANCE

FEBE governance structures have maintained their steadiness in the past year, ensuring academic oversight and programme quality as the year progressed. These committees comprise firstly the Technology Programme Committee (TPC) that governs the operational and academic quality of undergraduate engineering technology, built environment and management programmes. Secondly, the Engineering Science Programme Committee (ESPC) governs undergraduate, engineering science related programmes.

Further to this, the Faculty Higher Degrees Committee (FHDC) governs postgraduate programmes, while the Faculty Research Committee (FRC) governs all research related items. Supporting these Faculty-level structures, School research committees provide guidance and support related to strategic postgraduate initiatives.

The Faculty Executive, who meet regularly, also continue to ensure strategic oversight, good governance and direction in relation to high-level operational, financial and resource matters.



FEBE's robust and well-functioning governance structures ensured the academic integrity of the key decision-making processes undertaken in 2022. The decisiveness and the committed oversight offered by such committees have proved to be invaluable resources that have steered the Faculty in the right direction.

FACULTY RISK MANAGEMENT

FEBE actively monitors various risks, included in the Faculty's Risk Register, which appear as a standing item on the Faculty Executive Committee (Fexco) agenda. The major risk identified in 2022 related largely to the potential loss of professional accreditation for the engineering science programmes.

Professional body accreditation of FEBE undergraduate programmes continues to feature as a major risk for the Faculty and is therefore constantly monitored and supported by the Executive Management Committee of the Faculty. The Fexco ensures that accreditation plans are closely and actively monitored and actioned. FEBE also consults with external accreditation experts to ensure its preparations are full, complete and deal effectively with blind spots not apparent to the Faculty.

In addition to the risk to the accreditation of programmes, FEBE also successfully managed the risk associated with the transition to a hybrid approach to teaching and learning. Close monitoring of student progress, departmental engagement and feedback aided the process effectively, ensuring a relatively smooth and informed operation.

In the scarce skills sector of engineering, filling vacancies has proved difficult. It is for this reason that close monitoring and status are reported in our executive meetings.

QUALITY MANAGEMENT

In addition to FEBE's sound governance structures, there are five professional bodies associated with undergraduate programme accreditation, which enhance and maintain programme quality management in FEBE. These bodies include the Engineering Council of South Africa (ECSA); the South African Council for Planners (SACPLAN); the South African Geomatics Council (SAGC); the South African Council for Project and Construction Management Professions (SACPCMP); and the South African Council for the Quantity Surveying Profession (SACQSP). Professional body visits and accreditation have proved to elevate the quality of FEBE's undergraduate programme offerings, confirming the academic integrity and global competitiveness of FEBE programmes.

During the 2022 academic year, ECSA visited the Auckland Park Kingsway Campus to accredit three Bachelor of Engineering programmes. All three programmes received full accreditation until the next regular accreditation visit in 2027. This accomplishment has confirmed FEBE's commitment towards quality driven curricula and internationally relevant professional engineering qualifications.

STAFF

Employee profile

As at 31 December 2022 (HRIS), the Faculty employed 214 academic and 176 support staff members. This count includes permanent, fixed-term and temporary appointments. The reduction of permanent academic staff from 175 in 2020 to 161 in 2022 can be attributed to a number of key resignations. Given the scarcity of engineering and built environment professionals in the sector, recruitment and head-hunting have proved to be a challenging process for the Faculty.

However, earnest efforts have been made to fill the critical positions. Staff retention therefore remains a critical feature on the Faculty's risk register, which is monitored at the level of the Faculty Executive. The integral balance of support and academic staff ensures a functioning faculty that supports and encourages staff development at all levels. FEBE's transformation strategy plays a key role in the recruitment of new staff, prioritising designated and female candidates. In addition, female academic staff occupied head of department and head of school roles in 2022.

FEBE has also focused strongly on its Women in Engineering and the Built Environment (WiEBE) initiatives, in an effort to encourage, grow and support the female student and staff population, in line with the Faculty's transformation agenda.



Recognitions and awards

FEBE staff, and their dedication and commitment to the Faculty's high ranking performance are clearly evident in the number of key performance areas in which the Faculty has excelled. Consistent excellence in research and teaching and learning is admirable, given the recent instability of the higher education sector. Among these accolades are IEEE Senior Membership and Early Career Editorial Board Membership bestowed on FEBE staff.

RESEARCH AND INNOVATION

Historically, FEBE has consistently promoted a culture of excellence in research and innovation. Over the years, the Faculty has consistently met research output targets, often exceeding them. The 2022 year was no different, with FEBE reaching 788 units (OROSS – Online Research Output Submission System, as yet unaudited).

FEBE's postgraduate enrolments also significantly contributed towards the Faculty's pursuit for research excellence. Postgraduate enrolment in 2022 consisted of 2 354 headcounts, 25% of total headcounts. FEBE boasts the largest contingent of international students in postgraduate offerings, contributing significantly towards the international profile of the University. Following the pandemic, international registrations have steadily improved.

Enhancing its research profile, FEBE has also made great strides in research centres. These include the Water-Energy-Nexus centres – the Centre for Ecological Intelligence, the Atomic Layer Deposition Laboratory, and the Centre for Nano-Engineering and Tribo-Corrosion.

Despite the challenges of the increased teaching workload, given the phasing out and phasing in of new programmes, FEBE has successfully contributed towards the research objectives of the University. The Faculty has also remained committed to the strategy that research-led teaching proves more beneficial towards both research and innovation and teaching and learning.

EXCELLENCE IN TEACHING AND LEARNING

FEBE has worked towards excellence in tailoring the Faculty's intellectually rigorous curricula in response to the key strategic objectives of the University and the country at large. Given the current national response towards aligning programmes to the Higher Education and Qualification Sub-framework (HEQSF), teaching and learning initiatives have needed to be responsive, adaptable and flexible, while still maintaining a strong hold on academic integrity. FEBE's Teaching and Learning strategy therefore includes a number of cohesive initiatives that holistically supported and guided both students and academics.

A large part of the teaching and learning portfolio includes accreditation for professional engineering and the built environment programmes. Despite the pandemic, FEBE has minimised delays regarding accreditation visits. During 2022, the Faculty received feedback on the 2021 ECSA accreditation visit. Seven Bachelor of Engineering Technology programmes were accredited until the next regular visit in 2026. Only one, the Bachelor of Engineering Technology in Civil Engineering, anticipates an interim visit in 2023. Official feedback is still being awaited from SACQSP and SACPLAN, following their successful accreditation visits in 2021.

The major accreditation visit for the Faculty in 2022 was for the three Bachelor of Engineering programmes, offered on the APK Campus. With all three programmes being accredited until 2027, the Faculty also received a number of commendations. These included the commendation for positive leadership and positive staff members and excellent relationships in the Faculty. There were commendations for the University's commitment towards dealing with the academic development of under-prepared students and the integrated alignment of service modules in the programmes. The immense effort, preparation and coordination from both Faculty and the institutional support, ensured the success of the accreditation visit.

The Faculty's teaching and learning plan for the year consisted of a hybrid approach with continuous assessment. The Faculty was able to seamlessly transition from online into this hybrid teaching and learning approach with minimal disruption. Valuable lessons learned during the pandemic, in relation to the online mode of teaching and learning delivery, have armed the Faculty with a new range of skills, insights and technological advancements, which will benefit the Faculty in years to come. The successful conclusion



of the academic year is testament to FEBE's commitment, agility and adaptability towards teaching and learning excellence.

Enrolment and student profile

FEBE's student enrolment profile consisted of 9 254 students in 2022 (Dean's Infographic, 2022). FEBE has therefore made a considerable recovery from the expected decrease in 2019, which largely occurred as a result of the phasing out of National Diploma and Bachelor of Technology programmes. The female student population of FEBE is 31% at undergraduate and 36% at postgraduate level. Male students constitute 69% at undergraduate and 65% at postgraduate level.

FEBE contributes significantly to Science, Engineering and Technology enrolment at the University. However, resource constraints, both with regard to infrastructure and academic staff, have curtailed the growth of the Faculty. A more moderate and consistent approach towards enrolment has been taken, until such time that more complete enrolment trends of the new programmes can be projected. Infrastructure, marketing, student funding and attracting suitable academics to the Faculty also play a key role with regard to enrolment and the sustainability of the engineering programmes. However, the Faculty works hard in each of these areas to innovatively mitigate such challenges.

Relevance and impact of academic programmes

By the 2022 academic year, FEBE had implemented all new Higher Education and Qualification Sub-framework (HEQSF) aligned programmes. Each undergraduate programme within FEBE now articulates into postgraduate studies, up to the doctoral level. This has helped the Faculty maintain stability with regard to its significant contribution towards University enrolment targets in the SET sector. It has also ensured the steady production of engineering and built environment graduates into the employment sector.

FEBE has also seen increased interest in its suite of honours programmes. Students have opted to remain with FEBE and pursue postgraduate studies, perhaps due to limited employment opportunities given the recent economic downturn following the pandemic.

In addition, FEBE has also developed a number of short learning programmes (SLPs) in key areas of 4IR and the green economy. Strategic collaborations have enhanced these offerings.

Partnerships, stakeholder and community engagement

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in knowledge networks both within and external to the continent. FEBE's global reach and impact are evident by the number of international staff and students the Faculty attracts.

One such example in 2022 is the continued collaboration of FEBE's Department of Urban and Regional Planning with the University of Zimbabwe, resulting in the joint delivery of the Department's master's by coursework programme. This model of joint programme delivery, supported by a collaborative agreement, has paved the way for future such collaborations and serves as a successful example of Pan-African collaboration for the rest of the Faculty.

FEBE continues to positively impact the community by solving local community problems. This is evident in the work of PEETs, which offers a number of SLPs in the green economy. As such, FEBE engages with varying communities directly, upskilling community members with green technologies and solutions that will impact their daily lives and benefit the communities around them.

FEBE is geared towards addressing societal solutions and is home to the Centre for Ecological Intelligence for such projects. Other significant partnerships include the work of the Department of Science and Innovation (DSI), in partnership with UJ's School of Civil Engineering and the Built Environment, which is currently researching the implementation of 3D printing of RDP houses. The smart village of Gwakani is also testament to FEBE's reach and life-changing impact on rural communities.

Extending its local footprint and presence, FEBE marketing also presented its offerings at various science centres, in a drive to increase the pool of students who take mathematics and physical science as Grade 12 subjects. This activity has grown in recent years and remains a key strategy in engaging with potential



students of the Faculty. In an effort to reach a greater number of students, FEBE has also taken to social media, ramping up Facebook, Twitter, Instagram and live webinar activities, in a targeted drive to reach Grade 12 learners.

FEBE's active stakeholder engagement has enhanced the Faculty's reach and brand, not only to the local and global academic community, but also to the heart of communities within South Africa as well. In this way, FEBE continues to prove that its research and academic activities are current, relevant, innovative, solution-driven and impactful to both local and global partners. Based on the success of key local and international stakeholder engagements in 2022 alone, FEBE is geared towards focusing its engagements towards the Faculty's increased and pioneering role in higher education.

THE WAY AHEAD

As witnessed by ECSA, the leadership and spirit of the Faculty is an all-round positive one. In times of global change and local economic uncertainty, the steady support, direction and governance of faculty management have ensured that the Faculty remains a key contributor towards the strategic objectives of the University.

Led by the Executive Dean of the Faculty, Prof Daniel Mashao, Vice-Dean: Teaching and Learning, Prof Didier Nyembwe, and Vice-Dean: Postgraduate Studies, Research and Innovation, Prof Thokozani Shongwe, FEBE leadership has ensured stability, progress and support.

The future of FEBE includes a drive towards more NRF-rated researchers, greater funding to ensure the sustainability of key projects, and a focus on knowledge transfer and strategic collaborations.

The excellence maintained in areas of teaching and learning and research, both during and post-pandemic, sees FEBE set to gain further momentum in the years to come. Given the much needed scarce skills within engineering and the built environment sector, it is envisioned that FEBE will radically reduce the shortfall, producing graduates from a wide range of disciplines, to engineer and build the world of tomorrow.



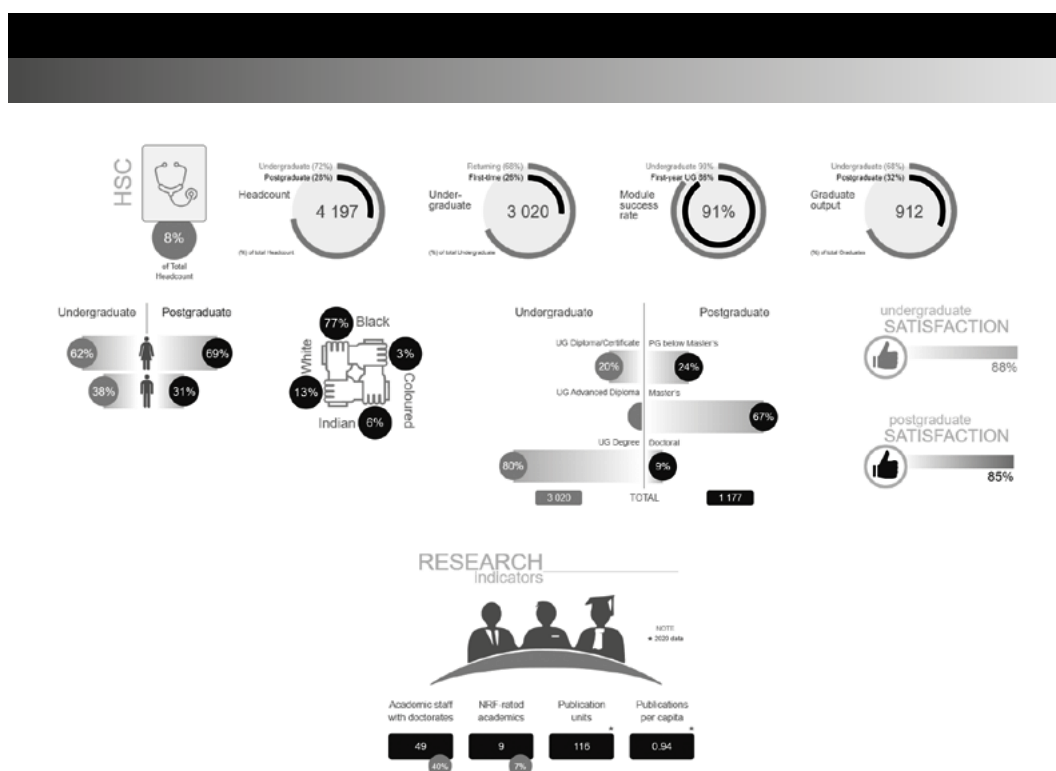
Daniel Mashao (Prof)

Executive Dean:

Faculty of Engineering and the Built Environment



Faculty of Health Sciences



The University of Johannesburg's mission of "*inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge*" has served as the anchor for the Faculty of Health Sciences' strategic focus and has guided the identification and implementation of activities to further the goals of the institution and Faculty.

This report demonstrates how the Faculty has successfully emerged in 2022 from the significant impacts of the COVID-19 pandemic during 2020/2021, and reflects on the achievement of targets and positive trends observed over the past five years.

EXCELLENCE IN RESEARCH AND INNOVATION

Over the past five years, the Faculty has continuously taken strides in increasing its stature and reputation by focusing on the quality, integrity and impact of its research through creating an enabling environment for researchers; attracting and investing in high-quality staff; inviting outstanding national and international academics to collaborate as visiting professors and research fellows; attracting a diverse, talented pool



of postgraduate (PG) students and postdoctoral research fellows (PDRFs); increasing external research income; and promoting a culture of innovation by conducting applied research with the potential to lead to commercialisation.

Strategies to enhance research outputs have yielded returns. The Faculty not only met but significantly exceeded its 2022 research output target (120 accredited units), submitting 166 units for auditing purposes (audited figures available April 2023). This is an increase in accredited outputs submitted, compared to the final audited figure of 135 units in 2021. Of these units 20.3 were in the domain of 4IR.

In 2022, several departments either increased their number of outputs, increased the number of staff publishing, or outperformed their publication targets for the year. Six staff members published for the first time in 2022. The Laser Research Centre (LRC) was a top achiever in 2022, publishing 12 book chapters, 110 articles in peer-reviewed, internationally accredited journals, and 10 peer-reviewed conference proceedings.

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

Intra-faculty research between departments and the Faculty's research centres was further strengthened, increasing opportunities for leading trans- and interdisciplinary research and creating significant opportunities for increased publications. Interfaculty collaboration with the Visual Identities in Art and Design Research Centre in the Faculty of Art, Design and Architecture led to the opening of the Creative Microbiology Research Collaboration Laboratory, a space where artists and scientist can work together in the field of microbiology. An inaugural gallery exhibition will be held in 2023.

Researchers in the Faculty made 105 presentations at national (55) and international (50) conferences during 2022.

There were eight National Research Foundation (NRF-rated) researchers in the Faculty in 2022 (one B2, one C1, three C2, one C3, one Y1 and one Y2). During 2022, 11 staff members applied for rating. There were 10 PDRFs in the Faculty, three of whom were appointed in 2022. Concentrated mainly in the Faculty's research centres, they contributed 8.7 research output units.

There were 31 visiting professors, research fellows and research associates in the Faculty in 2022 (compared to 28 in 2021, 33 in 2020 and 22 in 2019), seven of whom were new appointments in 2022. These appointees have contributed to collaborative research projects, PG student supervision, and to increasing the Faculty's research outputs through publications and mentoring.

The Faculty's researchers were acknowledged for their excellence on external and internal platforms.

- Externally, Prof Abrahamse (LRC) received the Basic Photodynamic Therapy (PDT) Research Excellence Award from the International Photodynamic Association.
- In addition, Profs Houreld and Prof Abrahamse (LRC) were listed on the Scopus world's top 2% cited scientists.
- Prof Blassan (LRC) received the award for Outstanding Researcher in Biotechnology at the 5th Venus International Healthcare Awards.
- Dr Kruger (LRC) received the Pharmaceuticals Top Editor's Choice Award 2022 for the publication *Inorganic Nanoparticles Applied for Active Targeted Photodynamic Therapy of Breast Cancer*, authored with Dr Montaseri and Prof Abrahamse.
- Prof Downing (Department of Nursing) was inducted into the Hall of Fame for Research Excellence in Nursing during the 2022 Fundisa Conference.
- Prof Rubin (Department of Optometry) was recognised as a distinguished member of the profession by the South African Optometrists Association (SAOA) for his contribution to optometric postgraduate studies nationally and internationally.
- Prof Phaswana-Mafuya (Environmental Health) was coronated as Queen of Research by the Chief of Atheadze Traditional Kingdom, Daasebre Kwebu Ewusi VII in Ghana.
- Internally, Prof Houreld (LRC) received the UJ Vice-Chancellor's (VC) Distinguished Award for Outstanding Researcher of the Year (2022).

The Faculty increased its external funding for research, receiving R10 097 424 from international (R442 429) and national sources (R9 654 995).



Researchers in the Faculty undertook 47 collaborative research projects and activities with national and international partners. Twelve new collaborative research projects were initiated in 2022.

From an innovation perspective, the Department of Emergency Medical Care continued to work with UJ's Technology Transfer Office on the stretchy-chair project initiated in 2020, which intends to offer cost-effective stretchers or stair chairs to ambulance services and clinics in South Africa.

The Water Research Commission (WRC) was awarded the Water and Health Research Centre (WHRC) funding for drone adaptation to configure a sensor apparatus for on-site, real-time digitalised water quality testing. The project has two patents that will be submitted for consideration in 2023.

The Faculty has identified various risks related to research excellence and innovation and implemented strategic initiatives to mitigate these.

- Capacity to increase research output. For some departments, the small pool of staff with doctoral qualifications constrains efforts to increase publication outputs. Over time, the continuously increasing number of staff with a doctoral qualification is creating a larger pool of research-active staff who, with appropriate mentoring, can develop into strong academics. Collaboration, including with visiting professors, is a strategy that the Faculty actively uses to bolster productivity and provide mentoring to early career researchers to help mitigate this.
- Translation of PG research into publications. A strategic opportunity of translating postgraduate research into published outputs was identified within the Faculty to improve its research output. Carefully planned and coordinated collaboration between departments and the research centres has been increasingly used as a strategy to increase research activity and translate postgraduate research into publications, coupled with the appointment of visiting researchers and professors.

EXCELLENCE IN TEACHING AND LEARNING

During 2022, the Faculty continued to advance excellence in teaching and learning through multiple initiatives, including maintaining an appropriate enrolment profile; enrolling outstanding students from diverse backgrounds; maintaining excellent success and retention rates; offering current, internationally aligned and quality reviewed curricula; encouraging innovations in teaching and learning; contributing to the scholarship of teaching and learning; and delivering students who are prepared for the world of work.

The enrolment target set for the Faculty was 4 075 students, and 4 197 students were registered (a slight over-enrolment). Table 32 shows the enrolment profile for the Faculty in the period 2018 to 2022.

Total undergraduate (UG) enrolments increased marginally in 2022 to 3 020, and the proportion of first-time entering students with an AP score of 35 or higher increased slightly from 55,8% of all first-time entering students in 2021 to 60,3% in 2022. A further significant increase in Orange Carpet students registered was noted from 117 in 2021 to 169 in 2022.

Total PG enrolments decreased in 2022 to 1 177 due to the delays of receiving SANC approval for PGD qualifications. Continuing students within the legacy PG below M qualifications were still able to register; but since these qualifications are being phased out, no new enrolments were allowed. There were three fully accredited PG diplomas by January 2022, namely Critical Care Nursing, Nursing Education, and Midwifery. Since the PG Dip in Primary Care Nursing was fully accredited after January 2022, the first intake for this qualification was in July 2022. The PG Dip in Health Services Management was accredited after both registration periods in 2022, and thus the first intake was January 2023.

At the master's level, enrolments increased to 790 in 2022, while doctoral registrations increased to 105.

The proportion of students enrolled from non-designated groups decreased from 2021. The total non-designated enrolment was 552 (13%) in 2022 compared to 550 (15%) in 2021, 545 (14%) in 2020, 622 (15%) in 2019, and 638 (16%) in 2018. In terms of designated students, 3 222 black students were enrolled, compared to 3 260 in 2021, 2 823 in 2020, 3 062 in 2019, and 2 825 in 2018. There were 137 Coloured students enrolled, compared to 127 in 2021, 153 in 2020, 178 in 2019, and 165 in 2018. In 2022, 270 Indian students enrolled, compared to 296 in 2021, 258 in 2020, 273 in 2019, and 267 in 2018.



Table 32: Enrolment profile 2018-2022

	2018	2019	2020	2021	2022
TOTAL UG enrolments	2 881	3 029	2 867	3 010	3 020
First-time entering: AP Score >35	270	276	379	419	450
TOTAL PG enrolments	1 299	1 430	1 244	1 224	1 177
Master's	429	508	598	737	790
Doctoral	74	73	81	86	105

There are 134 UJenius students in the Faculty.

Across several departments, students' financial constraints were the most significant challenge encountered with regard to the 2022 enrolment plan. Delays in notification of funding to students (from NSFAS and other streams) hampered a smooth registration process. Clearance for international students was also a challenge in some departments.

After the disruption of the pandemic in 2020, participation in and offerings of short learning programmes (SLPs) have been increasing over the past two years but have not yet reached pre-pandemic levels. The SLP and Continuous Professional Development (CPD) Office registered 474 students for various SLPs during 2022 compared to 350 students in 2021. In 2022, a total of 36 SLPs were offered, compared to 21 in 2021. The SLP and CPD Office, as a Health Professions Council of South Africa (HPCSA) affiliated service provider and accreditor for CPD activities, approved 62 CPD activities in 2022 from service providers across South Africa. This is a significant increase from 35 in 2021, yet remains low compared to 107 in 2019 before the pandemic.

The use of technology in teaching within the Faculty is now universal. After the implementation of emergency remote teaching in 2020 due to the COVID-19 pandemic, departments across the Faculty have increasingly adopted a blended approach to teaching and learning. The primary modality for teaching online was the Blackboard learning management system. The platform has several features – such as discussion forums – which were utilised for student engagement. In addition, several other online resources and cutting-edge technologies are utilised across the departments. Examples include simulation (in the simulation laboratory and through the Virtual Environment for Radiotherapy Training (VERT) system), immersive experiences designed in the high-fidelity room that replicate real-world experiences, augmented reality using the HoloLens and HoloAnatomy programmes, 3D modelling applications and online educational games. Some challenges limit the extent of adoption and effectiveness of technologies in teaching. Poor internet connectivity on campus is a challenge for virtual and augmented reality sessions. Increasing electricity outages nationally impact students' access to learning materials when off-campus and interrupt the use of technologies such as 3D printers on campus.

The success of health sciences students is closely linked to the experience gained during clinical practice in the Faculty's Health Training Centre (HTC), which provides a wide range of opportunities to participate in clinical training (CL). In 2022, the patient numbers grew to 25 096, an increase of 34% from 2021 (18 736 patients seen). The Acupuncture Clinic, which opened in September 2021, had undergraduate and postgraduate students from 2022. The Phytotherapy Clinic opened in June 2022. Owing to the pandemic, no patient wellness screenings were conducted during 2020 and 2021 on- or off-campus. In 2022, screenings resumed and 3 018 patient wellness screenings were conducted. In 2021, all clinics were closed for five weeks due to COVID-19 restrictions, and some clinics closed for the recommended period after a COVID-19 case was identified within the clinic. Positively, the clinics were all fully functional during 2022.

In 2022, CL activities were less disrupted by the knock-on effects of the pandemic than in the prior two years. In 2021-2022, some departments needed to prioritise senior students during the pandemic to ensure that they were compliant prior to completion of the qualification. This meant that students going into the third and fourth year of study were required to catch up certain skills in 2022. This required careful planning and administration. Placement of biomedical students for CL at accredited laboratories in the public sector (NHLS) was a challenge



as limited places are available. A 10-week training rotation was implemented by the NHLS to ensure more students could be accommodated. Some private laboratories also adjusted the length of their rotations. The Department of Biomedical Sciences augmented learning and skills. Shortages of staff at public hospitals to supervise students during their CL is a key risk that has to be carefully managed on an ongoing basis.

The Faculty has maintained an overall success rate above 85% since 2013, achieving a 92,7% success rate for 2022, higher than the target of 90%. A total of 823 students graduated in 2022 (568 undergraduate and 255 postgraduate). The Faculty has until the end of March to finalise the Faculty UG and PG graduation numbers for the reporting year. Thereafter an accurate comparison with previous years can be provided.

The Faculty has an impressive graduate employment rate, with 93% of graduates employed within 12 months of graduation in 2022.

In 2022, several new programmes were submitted to DHET and/or Council on Higher Education (CHE) for approval.

- The following programmes were accredited: PG Diplomas in Primary Care Nursing, and Health Services Management. The PG Dip in Occupational Health Nursing received conditional accreditation from the SANC, and is now submitted to the CHE, waiting for full accreditation.
- The following programmes were submitted for accreditation to the CHE: PG Dip in Mental Health and PG Dip in Community Health Nursing.

Three departments are in the process of developing new programmes. The Department of Biomedical Sciences is developing an Advanced Diploma and PG Diploma in Biomedical Sciences. The Bachelor of Health Sciences and Master of Health Sciences, both in the domain of Complementary Medicine, will be submitted to the Programme Working Group and Senate for the addition of Chinese Medicine as an elective in these existing qualifications. The Department of Human Anatomy and Physiology is developing an Honours degree in Human Physiology and an Honours degree in Human Anatomy. The Department of Human Anatomy and Physiology is also developing an MPhil in Healthcare Innovation and Technology (by coursework).

An external task team of leading experts was identified at the end of 2021 to work with the Faculty in 2022 towards the curriculum of a medical programme. During 2022, the task team, in collaboration with the Faculty, successfully developed an updated business plan for the medical programme, which was submitted to and approved by UJ's Management Executive Committee (MEC). The updated business plan has been submitted to the Joint Health Sciences Education Committee (JHSEC) and the Ministry of Health. The task team will continue in 2023 to assist the Faculty in preparing the relevant documentation for accreditation.

The Faculty is committed to embedding decolonisation into the curriculum of all programmes. The social determinants of health concepts have been incorporated into most professional practice modules, and decolonisation is promoted by using locally relevant case studies as applicable to each programme and integrating these into assessments (where plausible). Departments make a concerted effort to incorporate appropriate context, content, and discussions around indigenous African knowledge.

The Faculty continues to increase its focus on the scholarship of teaching and learning (SoTL) with 14 publications submitted in 2022.

ENRICHING, STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

An enriching, student-friendly learning environment that is conducive to learning is a strategic imperative for both UJ and the Faculty.

During 2022, the Faculty aimed to provide holistic support to students, as far as feasible. Departmental mentorship programmes continued within some departments, and tutorial support within departments aimed to bolster academic success. Several departments have active student committees. Students are made aware of psychological support available on campus, with many taking up the opportunity.

Students across South Africa – not only at UJ – continued to face acute financial challenges in 2022. Several initiatives in the Faculty aimed to help students in financial need. The Department of Emergency Medical Care continued the running shoes initiative, collecting new or barely used running shoes for students who



could not afford to buy new shoes. Thirty-five students benefitted from this initiative in 2022. The LRC secured bursaries to the value of R2 million from external funders. The Health and Wellness Sector Education and Training Authority (HWSETA) offered bursaries to 117 students in the Faculty to the value of R15 210 000.

Students in the Faculty have access to dedicated venues equipped with state-of-the-art modern equipment that are the envy of many other institutions. An example of this is the VERT Room – which is the gold standard for radiation therapy training – providing a virtual reality experience for undergraduate students, which is used for radiotherapy modules at all levels. The Department of Human Anatomy and Physiology makes use of laboratories that are equipped with the latest 4IR teaching tools, such as HoloLens for virtual and augmented reality, and a 3D scanner and printer for printing bones and anatomical specimens. In 2022, the Department embarked on a process to convert the old Anatomy museum into a virtual learning laboratory, which is expected to be completed in 2023. A new microbiology laboratory for bacterial work was renovated and opened in 2022. Technologies for assessing simulation performance (e.g. SATLAB) and secure electronic validation (of data capturing) (Vula app) are used across departments in the Faculty.

The construction (currently under way) of the first integrated on-campus rescue simulation centre on the African continent will position the Faculty as a regional and global centre of excellence for medical rescue education. Significant progress has been made, with completion envisioned by July 2023. The centre has been designed to cater for teaching, learning, assessment and research of specialised rescue disciplines. The four-storey structure will include a five-metre-deep pool for aquatic rescue and survival training, helicopter underwater escape training, and dive rescue.

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

The Faculty had several achievements in terms of enhancing its international profile for global excellence and stature, including increasing the proportion of international students; recruiting international academics of stature including visiting professors, research fellows, and PDRFs; and continuing strategic partnerships with international universities to secure funding and enhance collaboration.

In 2022, the number of international UG students increased to 142, after decreasing during the pandemic period from 157 in 2019 to 142 in 2020 and 132 in 2021. International PG numbers continued to increase for the ninth year in a row from 224 in 2021 to 234 in 2022.

There were 12 international visiting professors, research fellows and research associates appointed in the Faculty in 2022 from various continents, including Europe (one from the United Kingdom, one from Spain), Northern America (five from the United States of America, one from Canada), Oceania (one from Australia), Asia (one from India) and Africa (one each from Botswana and Zimbabwe). Within this group, scholars of significant stature continued their work with the Faculty, for example, Prof Hamblin from Harvard Medical School, who has a Google Scholar h-index of 148 and a Scopus h-index of 115.

A total of six Memoranda of Understanding (MOUs) and/or Memoranda of Agreement (MOAs) are in place between departments and centres in the Faculty and international partners. Two of these were newly signed in 2022. These agreements span a diverse geography, including South and East Asia (India and China), and Europe (Austria, Russia and the United Kingdom). Collaborative activities under these agreements include research as well as teaching and learning related activities. Collaboration with international partners also takes place outside the formal agreements. In total, 26 research collaborations and other activities with international partners were undertaken in 2022 through formal and informal partnerships.

Researchers from the Faculty made 50 presentations at international conferences in 2022. This is a decrease from 2021, where staff presented 66 research papers at international conferences.

International inbound and outbound student and staff mobility activities increased compared to 2020 and 2021. Seven departments/centres engaged close to 628 students from outside of UJ in diverse activities, including visits to research facilities, practical training, field trips and online exchanges. Seven departments hosted 40 visiting staff to discuss opportunities for future research collaboration and student exchange and participate in field excursions and training. Students (1 108) participated in various outbound mobility activities, including online interactions (hosted by other institutions) and attendance of student conferences.



The Africa- by-Bus annual multidisciplinary outreach programme resumed in 2022, with 35 students from four departments participating. Fourteen members of staff participated in outward mobility activities, undertaking visits to North America, Europe and Asia.

The restrictions on travel during the COVID-19 pandemic created the opportunity for more widespread participation in online workshops, seminars and conferences at a fraction of the cost of international travel. The Faculty continues to capitalise on these and other opportunities that exist in the current environment and to seek innovative ways to continue growing UJ's international profile for global excellence.

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Global reputation management

All the achievements reported under the Strategic Objective global excellence and stature have contributed to building a strong global reputation for the Faculty.

Senior academics play leading roles on international boards, hold influential positions in international science associations and serve on editorial boards of leading international journals – which further enhance global reputation. Staff from several departments serve as moderators and external examiners for international universities. A few notable examples are listed below.

In the LRC, Prof Abrahamse remains an honorary member of the board of directors for the World Academy of Laser Applications, the European Medical Laser Association, Indian Association of Laser Therapy, and the African Laser Centre, and serves as co-editor in chief for the international journal *Photobiomodulation, Photomedicine and Laser Surgery*, while serving on the editorial boards for eight additional international journals. Prof Houreld serves on the executive council of the World Association of Photobiomodulation Therapy as Vice- President and on the editorial board of two international journals. Dr Yelverton from the Chiropractic Department serves as the Vice-President of the European Council on Chiropractic Education. Dr Gower (Complementary Medicine) continued in his appointed role with the World Health Organisation as a steering group member of the International Regulatory Cooperative of Herbal Medicine. Dr Hu was appointed as the Chairperson of the Chinese Medicine and Acupuncture Association of Africa (2022-2024). Prof Phaswana-Mafuya (Environmental Health) was appointed as a member of the Africa Health Research Institute Scientific Advisory Committee.

National reputation management

The Faculty marketing coordinator actively worked towards maintaining a dynamic brand for the Faculty. Engagement with school-level learners increased after relatively low levels during the pandemic. The University of Johannesburg Metropolitan Academy (UJMA) for Grade 9 Subject Choice Seminar was held in August 2022. Staff from the Department of Nursing conducted career guidance talks and health education for Grade 11 and 12 learners at lower quintile schools in Bergville, KwaZulu-Natal (March 2022). Staff from the Department of Environmental Health represented the Faculty at the National Science Week (August 2022).

Several departments maintained an active social media and online presence to promote their activities, including re-curriculated or newly developed programmes and newly added infrastructure. Some departments created marketing videos, which included virtual tours of simulation rooms and clinics. Marketing of qualifications is also done through professional associations, and in materials distributed at national and international conferences. To promote its postgraduate offerings, the Faculty held a postgraduate open week (May/June 2022). The services of the HTC are promoted through a wide array of activities.

Collaboration with other higher education institutions is ongoing, particularly in the Gauteng province. The Faculty has continued collaborating on the GRT-INSPIRED project (Gauteng Research Triangle Initiative for the Study of Population, Infrastructure and Regional Economic Development) with the Universities of the Witwatersrand and Pretoria. This project has an MOU signed for the overarching GRT by the vice-chancellors of the three participating institutions. The collaboration has opened up significant opportunities for longitudinal research within the WHRC, which will contribute valuable insights in understanding human disease as it relates to water, sanitation and hygiene (WASH). The GRT-INSPIRED project has already attracted additional funding for research and student bursaries.



Staff from across departments and the research centres have continued to serve and lead within the broader scientific community in South Africa, in their respective professional bodies and associations and in the public sphere, through a range of engagement activities. Many staff are guest lecturers, examiners or moderators at other South African universities and staff regularly serve as reviewers for journals or conference abstracts.

Numerous staff serve in leadership roles in professional boards, societies and associations in South Africa.

- Dr Yelverton (Chiropractic) is the Chairperson of the Allied Health Professions Council of South Africa (AHPCSA) and the Council representative for Chiropractic.
- Dr Gower (Complementary Medicine) continued in his appointed role with the South African Health Products Regulatory Authority (SAHPRA) and continued his engagements on the SAHPRA Medicines Act Amendments Working Group, Marketing Code Working Group, and the Cannabis Working Group.
- Dr Razlog (Complementary Medicine) serves as a professional member of Council of the AHPCSA and chairs its Finance Committee.
- Mr Sibanda (Emergency Medical Care) continued to serve as the President of the Emergency Care Society of South Africa.
- Dr De la Rey (Optometry) is a board member of the Professional Board of Optometry and Dispensing Opticians of HPCSA and an elected member of the education training and quality assurance (ETQA) committee of the HPCSA.
- Dr Hasrod (Optometry) is a board member of the SAOA, specifically the Director of Education and Clinical Standards.
- Ms Mahlaola (Medical Imaging and Radiation Sciences) serves as Vice-Chair of the Professional Board for Radiography and Clinical Technology at the HPCSA.
- Prof Makhene (Nursing) serves as the Deputy Chairperson of the Education Committee and Chairperson of the Professional Committee of Council at the SANC.

Agreements and collaborations with science councils, for example the WRC, increase the uptake and application of the Faculty's research. Several MOUs/MOAs with national partners in government (local and provincial), the private sector and the not-for-profit sector have been signed. These increase the reach and impact of the Faculty's research and engagement activities, but also create opportunities for work-integrated learning (WIL).

Ten public lectures were held during 2022, two of which focused on 4IR-related topics. The LRC hosted a virtual two-day international symposium, Photobiomodulation: Trends in disease management, on 7-8 November 2022. Ten renowned international speakers presented at the event. The symposium was attended by 177 national and international attendees, and included students, researchers, clinicians and the broader public.

Since the pandemic, opportunities to attend and present at online conferences, seminars, and webinars have continued. Several staff were invited as panellists or guest presenters in webinars, and other staff participated in online conferences or symposia.

There were several engagements with the media during 2022, with the Faculty featured nationally and internationally (in China, Germany and India) on television, in newspapers, and on the radio. Notable television interviews and features included a feature on DSTV channel 802 where Dr Razlog was interviewed for Womanity-Women in Unity, in a series on Women in Medicine. In addition, there were several national radio talks and interviews with staff from the Faculty speaking on topics such as lead poisoning and how to purify water. The Faculty was part of a week-long series with UJFM profiling the Faculty's clinics, courses, careers, community engagement and research projects. A total of 18 interviews were completed with representatives from various departments and research centres.

Community engagement activities increased across the Faculty in 2022 after the sharp decline during the pandemic. Activities within the Faculty's long-term engagement with the Riverlea community increased in 2022, with four departments conducting community engagement activities at Riverlea. For 2022, there were 2 494 beneficiaries in Riverlea, compared to 353 in 2021, 149 in 2020 (due to the pandemic) and 1 602 in 2019. WeCare at Victoria Yards continues to play a critical role in the clinical training of students from the Departments of Complementary Medicine, Optometry, Podiatry and Nursing. This is a joint precinct project



with the Nando's restaurant chain (for community upliftment) and the AHPCSA (for internship). Initiated in 2020, Nando's has continued to significantly contribute towards this project in 2022 within the Lorentzville community, by supplying a dedicated space at Victoria Yards for the purposes of a community wellness clinic, run and operated by the Faculty as part of its clinical training. Complementary medicine students engaged at the clinic three times per week. The Department of Complementary Medicine received the 2022 UJ award for the Best Community Engagement Project related to the engagement at WeCare clinic. The South African National Blood Service (SANBS) blood drives resumed in 2022. A total of 234 units were donated over five different days of collection.

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Fitness for global excellence and stature requires the Faculty to be financially stable, generate external income and increase third-stream income; ensure the Faculty is representative of the South African population; retain and attract well-qualified staff; be conscious of the environment; and manage and mitigate risks as applicable.

As noted earlier, a total of R10 097 424 external funding was raised for research. Income generated by the HTC increased from R2 976 338 in 2021 to R3 668 078 in 2022. This figure is now close to the 2019 income of R3 782 719 (pre-pandemic). The Faculty's gross third-stream income from SLPs was R1 100 947 (a decrease from R2 193 196 in 2021), and from CPD it was R80 101 (a decrease from R241 557 in 2021). The total income from SLPs and CPD for 2022 was R1 100 947, a decrease from R2 433 953 in 2021. A key reason for the decline in income in 2022 is the Ocular Therapeutics for Optometrists SLP, which is only offered every two years to allow optometrists sufficient time to complete the 600 hours of clinical training on a part-time basis. Income from this SLP in 2021 was R1 395 000.

As was the case in 2021, six departments offered SLPs in 2022 (compared to four in 2020). More SLPs need to be offered (and to be available online) and inactive SLPs reactivated to increase income significantly. Two new SLPs, Additive Manufacturing (3D printing) in Healthcare and Chiropractic Paediatric Care were developed by the Sport and Movement Studies and Chiropractic Departments, respectively, and approved in 2022 as part of the strategic focus and targets. Both SLPs will be offered during the first semester in 2023. Four departments plan to create new SLPs in 2023.

The Departments of Biomedical Sciences, Emergency Medical Care, and Medical Imaging and Radiation Sciences act as accreditors for their respective professional boards at the HPCSA. The CPD Committee of the above approved accreditors continued with the approval of CPD activities for new and current accredited service providers. There was an increase in the approval of accredited service providers in the Department of Emergency Medical Care. A few applications were declined for not meeting the requirements to become accredited service providers; in these cases, assistance was provided to ensure the applicants meet the HPCSA criteria. After revision and approval, four CPD applications had to be withdrawn due to non-payment.

The Departments of Medical Imaging and Radiation Sciences, and Environmental Health received positive reviews by HPCSA in 2022 and have been accredited for the next five years. The Department of Optometry is still awaiting feedback on the review conducted in August 2022.

The Faculty had a complement of 127 academic staff members in 2022 – including 11 professors, 10 associate professors, 18 senior lecturers, 77 lecturers, two clinical facilitators, six assistant lecturers and three programme managers. The academic staff were supported by 87 support staff (clinic staff, faculty administration staff, administrative assistants, secretaries and laboratory technicians). South African academic staff from designated groups represented 55,1% of the Faculty's appointments in 2022. This meets the target of 55%. Designated staff in the academic support complement decreased from 79,66% in 2021 to 75,8%.

To address the national call for the promotion of designated candidates, 36 female and seven male designated academic staff are participating in the Accelerated Academic Mentorship Programme (AAMP) of the University, an increase from 21 in 2021. A further 15 colleagues (non-designated) are participating in AAMP. The number of academic staff holding a doctoral qualification increased, with six staff obtaining their doctoral qualifications in 2022. More than 90% of academic staff in the Faculty's departments and research centres now hold either a master's (53%) or doctoral (41%) qualification. This proportion will increase with seven academic staff enrolled for a master's and 33 for a doctoral qualification.



In addition to postgraduate qualifications, staff in the Faculty are encouraged to pursue professional development opportunities. Several staff enrolled for and completed additional training, including SLPs, PG diplomas and UJ-based leadership development programmes. Students and PDRFs are encouraged to attend developmental workshops and seminars, and participated in a range of developmental activities, such as the Nature and Elsevier masterclasses (Research Analytics; Focus on Peer Review; Data Analysis: Planning and Preparing), project management, scientific writing and reviewing workshops.

Eleven academics were promoted in 2022 (six to senior lecturer, three to associate professor and two to professor) compared to three in 2021, five in 2020, four in 2019, and three in 2018. There were two retirements in 2022, compared to three in 2021, three in 2020, two in 2019, and four in 2018. The Faculty had three resignations in 2022, compared to seven in 2021, five in 2020, eight in 2019, and six in 2018. The loss of seasoned and specialist staff poses a risk to the Faculty – with several factors contributing, such as competitive remuneration packages at other institutions, emigration and skills shortages in small specialist fields that may lead to expert staff being headhunted.

The Faculty launched the Alumni Affinity Group in August 2022 to strengthen collaborations with alumni in industry, industry partners and key stakeholders within the health sciences domain. Higher Health CEO, Prof Ramneek Ahluwalia, was the guest speaker, and the event was held in partnership with the UJ Alumni Office. The Alumni Affinity Group will convene affinity group meetings, arrange networking events, mobilise alumni for mentorship and volunteer and provide inputs on the relevance of future curricula.

The risks associated with a loss of seasoned staff as a result of resignation or retirement are mitigated through careful succession planning at the departmental level, offering competitive packages and filling vacant posts efficiently, working in collaboration with human resources to avoid unnecessarily protracted processes. When positions cannot be filled with senior or experienced staff, the Faculty plans to capitalise on the opportunity to invest in the capacities of younger academics to become productive researchers.

Contributions are ongoing to minimise the Faculty's carbon footprint with specific reference to energy saving, recycling and waste management.

Risks linked to exposure to infection or injury in clinical settings are managed through appropriate policies, protocols, and standard operating procedures applicable to students and staff. Since the global pandemic started in 2020, only card payments have been accepted from patients for the safety of clinical staff members. The policy regarding infectious disease exposure was revised and approved by MEC. It was distributed to all departments within the Faculty. A risk register serves on the agendas of the Faculty Board, the Faculty Management Committee, and of departmental and support structure committee meetings, and is regularly reviewed, updated, and assessed. The specific challenges, initiatives, and risks discussed under each strategic objective in this report provide an overview of the key risks identified.

MOVING FORWARD

The Faculty will continue in its efforts to advance the University's six strategic goals, building on the Faculty's successes over the past five years and proactively working towards addressing challenges and gaps. The Faculty will continue to pursue and build strategic partnerships with collaborators within and beyond academia at all levels – nationally, in Africa and beyond the continent – as a mechanism to further research excellence, ensure relevance and expand resources available for research, teaching and community engagement. Support for the professional development of staff as it relates to research, teaching and engagement remains a priority for the Faculty. In particular, the Faculty will continue to support and encourage staff who are enrolled for postgraduate qualifications to enable completion. This will make an important contribution to raising further the research profile and output within the Faculty and will make a major contribution to mitigating some of the risks around staff retention and retirement noted in this report. This will also enable the Faculty to expand and responsibly manage enrolments at the postgraduate level.



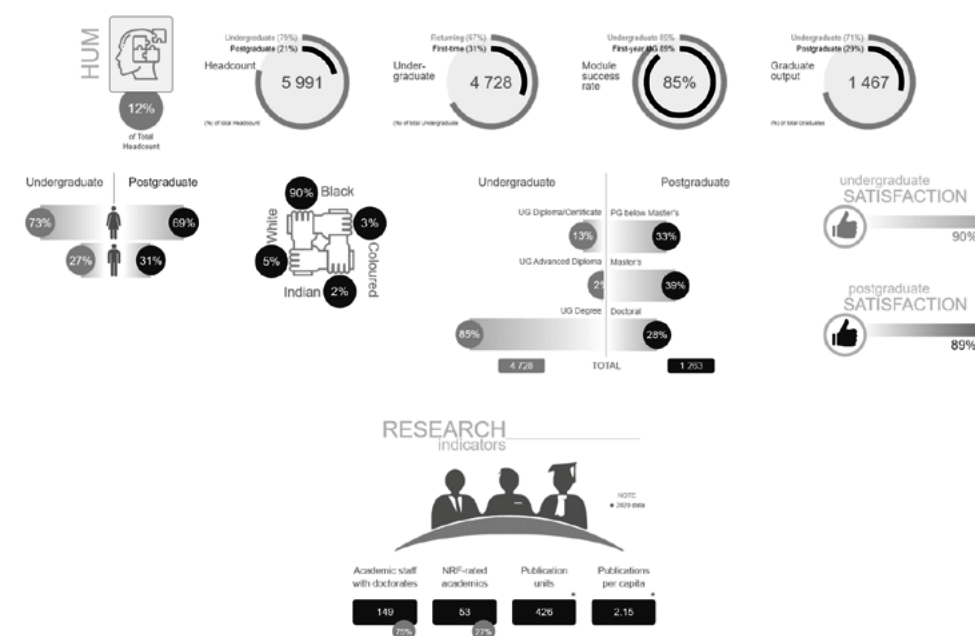
Annie Temane (Prof)

Executive Dean: Faculty of Health Sciences (Acting)



Faculty of Humanities

INTRODUCTION



In the past five years, the Faculty of Humanities has undergone major transitions, which have contributed to the reshaping of its undergraduate curricula and postgraduate offerings. Since 2015, calls to decolonise the curriculum and adapt to global shifts within higher education (HE) have resulted in numerous changes at departmental levels. At the same time as addressing the priority of decolonisation and moving towards a more African-centred and inclusive learning model, the Faculty brought in a 4IR agenda. Revamped undergraduate programmes, the consolidation of 13 academic departments, and new teaching methodologies in the COVID-19 and post-COVID-19 period (2020–2022) have meant that the Faculty has remained attentive to the need for development and progression in teaching and learning.

In 2022, the Faculty also included ten centres, two research units and one institute. The research entities have focused on building research and community-based partnerships and increasing their fundraising efforts.



Their efforts have seen a number of prestigious awards attained, both nationally and internationally, as well as steady growth in the number of NRF-rated scholars.

The report that follows will show the Faculty of Humanities' persistent efforts in terms of student and staff successes, in building its sustainability and in implementing expansion initiatives for growth and innovation. The operations of the Faculty continue to align themselves with the University's strategic objectives and with the broader intellectual mission of the Faculty and the University.

STAFF

Demographic profile

The Faculty has continued to make diversity and transformation an integral part of its strategy. In 2022, 118 (55%) of the overall staff of 198 were from the broadly defined black/designated group. In terms of the international profile of its staff members, the Faculty maintained a steady number of international staff, totalling 37/198 or 19% of the overall staff count.

In 2022, about 149 academics held completed doctoral degrees. There has been an ongoing emphasis on promotions and staff development, and this has ensured a continual upward trajectory in the number of associate professors and professors. By the end of 2022, 85/198 (43%) of staff were at associate or full professor level. Unfortunately, the number of differently-abled staff remained small (1%). This is an area that the Faculty is seeking to grow, alongside the number of designated associate and full professors. On a positive note, 13 new staff with competencies in 4IR were recruited.

Staff development and wellbeing

The Faculty has had discussions and collaborations with the UJ Staff Wellness Committee, which is keeping the Dean's Office alerted to issues of staff wellbeing. Specifically, the Faculty has been monitoring cases of stress, depression, conflict and family issues. The interventions implemented in 2021, such as webinars to aid in improving the socio-psychological wellbeing of staff, yielded encouraging results in 2022 as the Faculty continued to build on educational initiatives to effect changes.

In 2022, mentors appointed through the Accelerated Academic Mentorship Programme (AAMP) remained of immense value to the Faculty, and appreciation was expressed by staff for their roles. Each year, the mentorship programme has shown promising results: as a concrete indicator, staff promotions went up from 15 in 2019 to more than double in 2022 (44). Faculty reserves were drawn upon to facilitate coaching, staff development, career development and conflict management.

NRF RATINGS AND AWARDS

The Faculty now has 53 NRF-rated scholars. Of note is the fact that the Faculty was the recipient of 28 prestigious awards (16 for staff and 12 for students). To mention but two, Prof Karen de Wet received the *Cordis Trust Order of the Golden Pen* for the promotion of Afrikaans poetry and lifetime achievement in Afrikaans and Afrikaans poetry, and Dr Varoshini Nadesan was appointed to the International Task Force for the implementation of Global Standards for Social Work Education, as representative of the African region. The Human Sciences Research Council (HSRC), in collaboration with Universities South Africa, honoured two teams from the Faculty of Humanities (the Africa Centre for Evidence, and the Centre for Social Change) for engaged scholarship. They were both awarded medals for furthering Social Sciences and Humanities scholarship.

The Africa Centre for Evidence (ACE) received recognition for their commitment to participation and diversity; their value-based approach has been driving their work to reduce poverty and inequality in Africa through greater use of evidence in decision making. The Centre for Social Change (CSC) was recognised for their partnership with the HSRC's Developmental, Capable and Ethical State (DCES) research division and the joint work on the UJ/HSRC COVID-19 democracy survey. The partnership was created out of the mutual recognition of the need for rapid-response social science research that could inform the response to the pandemic. The research helped to inform the South African government on COVID-19 vaccine hesitancy, vaccine mandates and structural barriers to vaccination.



The Centre for Sociological Research and Practice (CSRP) secured a R4 million grant from the National Institute for the Humanities and Social Sciences (NIHSS). The grant will advance the implementation of the Sam Moyo Postdoctoral Research Fellowship – which, broadly speaking, aims to facilitate the work of a senior scholar who can make distinct contributions to the field of Agrarian Studies – in partnership with the NIHSS. The grant is intended to contribute towards the development of scholarship in land reform in South Africa and Africa, by addressing the gaps in South-South-focused land and agrarian policy and scholarship while complementing teaching capacity on land and agrarian subject-related areas.

The majority of the student awards were conferred upon students within the School of Communication. Many of them attained awards granted by the Public Relations Institute of South Africa (PRISA), as well as the South African Film and Television Awards (SAFTA). One of the award winners was 19-year-old Ziyanda Ngcobo, a Public Relations and Communication student who will be the first to present PRISA's news bulletin. Rick Joaquim, a UJ alumnus, won a Golden Horn for Best Achievement for a documentary, called *I am here*.

The Faculty remains active in encouraging staff and students to seek out opportunities and to make themselves available for the various calls for nominations.

TEACHING AND LEARNING

Enrolment, student profile and graduates

The Faculty registered just under 6 000 students in 2022, with a total of 5 991 enrolments. About 90% of this profile remain black. Of these enrolments, 79% (4 728) were undergraduates and 21% (1 263) postgraduates.

At the postgraduate level in 2022, the Faculty had a total of 539 graduates (compared to 474 in 2021). The total number of graduates in each category is as follows:

- Honours: 359
- Master's: 147
- Doctorate: 33

Of the 33 doctoral graduates, 12 (36,4%) were South African black candidates. The Faculty performed well regarding the 50,3% of master's students who completed their degree in two years, while 57,6% of doctoral graduates completed their degree over a four-year period. The former is a big improvement when compared to the previous year's 36%. The Faculty aims to continually expand the number of students (both undergraduate and postgraduate) graduating in the minimum time. Student retention remains pivotal to improving success rates.

The recruitment of strongly performing students is an ongoing focus area, as the Faculty's goal is to increase its number of UJenius students.

Student access, success, and faculty support for students

The undergraduate module success rate remained high at 88,6%. The final undergraduate dropout rate was at 10,6% (which is 2,7% lower when compared to the 13,3% of the previous year). The percentage of mainstream students completing within three years rose from 51% in 2020 to 56,6% in 2022. Although the three-year completion rate improved, the dropout rate will still be one of the Faculty's key focus areas; the aim will be to improve this figure yearly and within the broader context of student retention. The undergraduate student satisfaction rate was close to that of 2021, but exceeded the 2022 target at 90,1%, while the postgraduate satisfaction rate moved upward from 87,9% in 2021 to 88, 8% in 2022. This applies to both local and international students.

In January 2022, students were required to return to the University for on-campus learning, since COVID-19 restrictions had been lifted. Our students remained well-supported, as the Faculty provided accessible learning materials on Blackboard. The Faculty continued to enhance training in blended learning and online capabilities (which were interventions that had been emphasised in Teaching and Learning reports in 2021). Acknowledging that the impact of the COVID-19 pandemic had far-reaching effects on our students (both international and local), third-year Public Relations (PR) diploma students took it upon themselves to mentor and assist first- and second-year students during the pandemic through the #AdoptFirstYearPRStudent Initiative.



This initiative, targeting PR students and graduates, involves a campaign concentrating on mentoring first- and second-year students; advocating for career mentoring to benefit current students and graduates; as well as engaging scholars, industry experts, and students in thought-provoking conversations about education, industry, and overall youth development. The impact has been substantial: the initiative bore fruit in 2022 and a roundtable discussion was hosted on MS Teams, on the topic, *Should the PR and Communications industry be regulated?* The panel consisted of academics from UJ and the Vaal University of Technology (VUT), as well as student leaders from the PR and Communication Students' Association at UJ and the University of South Africa (Unisa). There is an ongoing appeal to all PR students, graduates, and academics in public and private institutions, as well as to industry professionals in the PR and communications fields to rally behind this initiative and be active in mentoring students. The School of Communication also began a student welfare initiative. This is a social welfare initiative that emphasises and focuses on aiding students in need.

Special mention should be made of the Faculty's continued success with regard to the undergraduate extended programme. The BA Extended Programme continues to function as an alternative route of access for students who did not meet the entry requirements to the mainstream programmes. Students are monitored and strongly supported. The Learning Development and Support module initiated in 2021 offers continual mentorship and guidance, enabling academically at-risk students to have further opportunities to successfully complete their studies.

New programmes, partnerships, and graduate employability

Having been set back by COVID-19 in 2020 and 2021, the Faculty, through the Multilingual Language Services Office, revitalised its language awards. The UJ Prize for Creative Writing in isiZulu, UJ Prize for Creative Writing in Sesotho sa Leboa, the UJ Prize for Literary Translation and UJ Prize for Afrikaans literature were awarded in September 2022. There was a total of seven winners, spanning all the above-mentioned prize categories – two of these prize categories had joint winners. Another UJ alumna, Magnificent Mndebele, won the Courageous Journalism award. Through these initiatives, the Faculty continues to recognise the importance of creative expression in writing as an essential 21st-century skill.

In 2022, the Faculty finally launched its new MA (Africa and the Caribbean) programme (a joint initiative between the Politics and International Relations Department, UJ, and the University of the West Indies). In March 2022, Prof Tshilidzi Marwala, UJ's Vice-Chancellor, led a delegation on a two-day visit to Mozambique (which involved discussion about collaborative Humanities projects). The purpose of the delegation was to strengthen relations with the executive leadership of two leading universities in Maputo, namely, the Universidade Eduardo Mondlane and Universidade Joaquin Chissano. Talks with the latter institution were centred around opportunities in new academic units, research, joint programmes and curriculum development. After this visit, the Faculty of Humanities reciprocated by hosting scholars from Mozambique.

The Faculty also firmed up a long-standing but inactive partnership with Birzeit University, Palestine, holding discussions focused on developing academic links across thematic research clusters and exploring the development of a joint short learning programme, as well as a joint annual lecture. The Dean was also a delegate on the Vice-Chancellor's visit to American universities. The outcome was the establishment of projects at the University of Illinois, Case Western Reserve University and the University of Cincinnati. These partnerships have allowed the Faculty to expand its pool of collaborators, popularise short learning programmes and continue to debate, as well as explore, the role of 4IR. Of note in this regard is the fact that the Faculty facilitated a webinar series discussing mental health and the human and technology interface, in order to open conversations on depression, substance abuse, anxiety, and stress. The webinar series was themed, *The Fourth Industrial Revolution and Mental Health*, and explored the tapestry of mental health challenges in children and youth, using various software interventions, including chatbots. Mental health remains a critical issue for reflection in the aftermath of the COVID-19 lockdowns.

The Faculty also hosted the Distinguished 4IR Seminar Series. On 28 September 2022, Prof JC Barnes from the University of Cincinnati provided an overview of his research in the area of virtual reality. In particular, he spoke about the insights that he, along with his research team, gained in the use of virtual reality as a training mechanism for law enforcement officers, as well as his discoveries on how prospective offenders



make decisions about committing crimes. His presentation was titled Virtual Reality and Human Decision Making. In addition, the Faculty also hosted the third iteration of the Annual Postgraduate Workshop Series, titled Remaking the World through Machine Learning, involving academics and industry professionals from across multiple research fields, institutions, and sectors. Following these seminars on 4IR, the School of Communication held talks on the effects of the 4.0 era on educational institutions, on preparing students for the world of work in the face of digitisation and the need to identify and understand the competencies that will be required to succeed in the future. All these innovations in 2022 positioned the Faculty in good stead, allowing us to achieve 37 academic initiatives advancing 4IR and a total of 59 teaching and learning initiatives drawing on technological innovations.

Through conducting and participating in research, seminars and discussions, together with the real strides made in (using) technological innovation (as a learning tool), the Faculty renewed and sustained its path to rethinking ways in which students will gain work experience and equip themselves for the future world of work. The 2022 Faculty of Humanities student success rates in the job market are as follows:

- 84% of graduates were employed within 12 months of graduating.
- 100% of international graduates were employed within 12 months of graduating.
- 19 graduates became self-employed within 12 months of graduating.

RESEARCH AND INNOVATION – FOOTPRINT AND IMPACT

Publication outputs, PDRFs, impact and funding

Despite exceedingly difficult circumstances, the Faculty managed to produce a record number of research outputs, with a total number of 557 units. This translates into 2.15 units per capita. It was pleasing to see the Faculty's annual citations in Scopus gain traction to 5 653. Also pleasing is that 20,5% of publications were in the top 10% of international journals – a 5,5% rise from last year. The Faculty continues to generate impact through the deepening of international co-authorships. Of all the Scopus-listed publications in 2022, 46% were with international co-authors. In this regard, it may be important to mention that the research output of distinguished professors, distinguished visiting professors, as well as visiting professors accounted for 34.45 units, exceeding the 2022 target of 25 units.

Overall, the total amount of external research funding for 2022 was approximately R35 million. The international grants received amounted to R10 million, while the national grants received were slightly lower than in the previous year, at R25 million. The Faculty will endeavour to continue expanding the pool of grant applicants. Training and development have been offered and meetings held with the Development Office, particularly in relation to how to access and maintain international grants. Meetings continued throughout 2022 to develop strategies as well as to identify core projects for funding.

Three new Humanities centres were approved by Senate in 2022: the Qatar-South Africa Centre for Peace and Intercultural Understanding (CPIU), the Centre for Philosophy of Epidemiology, Medicine, and Public Health (CPEMPH) and Human-Material Relations (HUMARE).

Community engagement and outreach projects

In 2022, Prof Leila Patel, one of South Africa's leading researchers and policy-makers in the field of Social Welfare, stepped down from her role as SARCHI Chair. Prof Tanusha Raniga has now assumed the position of SARCHI Chair. Working closely with SARCHI Social Welfare has been the Centre for Social Development in Africa (CSDA). Prof Patel and the CSDA gained substantial NRF funding to launch the Communities of Practice (CoP) initiative. This project gained immediate national prominence. CoP's main purpose is to strengthen social sector systems to improve child wellbeing in urban communities.

Some key achievements from this project included:

- The development of a digital child wellbeing tracking tool (CWTT), which was produced in partnership with a multidisciplinary team of specialists. The tool is designed to create longitudinal data by allowing for the continuing monitoring of children from four years until their final school year.
- The establishment of a digital information portal to disseminate information and research about the CoP initiative and related investigations. Many journal articles on the topic of child wellbeing, health and security have been circulated through the portal.



- A total of five webinars were hosted by CoP partners targeting policymakers and implementing partners across the different sectors. These provided opportunities for critical engagement and identifying new and additional partners who wished to join the CoP project.
- The CoP project hosted the Teacher's Maths and Language Workshop. A total of 36 teachers from all participating schools attended the workshop at the Funda UJabule school on the UJ Soweto Campus.
- A symposium was held in July 2022 where more than 300 people attended to learn about and discuss the findings from the CoP project.

Of the ten research centres and three SARChI Chairs in the Faculty, the CSDA in alliance with SARChI Social Welfare was the most focused on building working relationships with state departments and community-based organisations.

The Faculty was proactive in driving activities and research in the area of gender-based violence (GBV). In February, advocacy work was initiated with UJ's Transformation Division, and a record number of seminars were held. Several research projects were initiated. One key project was built in partnership with the Shared Value Africa Initiative, Mid Sweden University and supported by KPMG. The research led to an informative report on how the private sector could be engaged to assist in combating GBV and achieving gender equality. Prof Corne Davis was central to this research, which was launched on 11 August 2022.

The Centre for Sociological Research and Practice (CSR), which is located within the Department of Sociology, released a report that examined the effect of the deepening electricity crisis in our country on the working class in townships. As a result of this, the Director, Dr Trevor Ngwane, and Prof Patrick Bond were interviewed repeatedly in the media. Overall, and as referred to at the start of this narrative report, the Faculty's staff were highly active on the global and local media fronts with 23 of the senior staff publishing and being interviewed by international media outlets. Overall, a total of 43 staff members engaged in the local media – an overall total of 66. The Faculty was set a target of 26, so we were pleased to exceed this.

Staffing attainments: transformation and risk management

In 2022, about 58% of all staff in the Faculty were black/designated (this entails staff from the black, Indian and Coloured groups), and 60% were women. Although this is not a major improvement when compared to the previous year, the Faculty is making a concerted effort to create an inclusive, dynamic environment that facilitates both active recruitment and promotion.

In 2022, the University Vaccination Policy took full effect in terms of mandatory vaccination. This meant that it was obligatory for all staff and students to be fully vaccinated to gain access to their various campuses. The Faculty's Risk Register remained flexible with respect to COVID-19 practices and staff mental health, illness issues, and the possibility of protests due to the mandatory vaccination policy. This is in addition to various other risks identified over the years.

Leading the path to 2023

Priority areas in the coming year:

- Be aligned with the University's plan to build a new strategic framework and institutional transformation plan.
- Reassess postgraduate programmes with a view to initiating discussions on online interdisciplinary and joint programmes.
- Strengthen retention initiatives to lower staff turnover and student dropouts.
- Link new research agendas and niche areas to the sustainable development goals (SDGs).
- Continue to drive NRF-rating applications, particularly among women, designated and younger staff.
- Build solid relationships with high-impact international partners and funding agencies.
- Improve Faculty climate by constructing safe spaces for staff and students to express themselves and share ideas and sentiments.
- Intensify efforts to improve systems and ensure that administrators are technologically savvy and efficient.
- Drive promotions with a focus on excellence and equity.
- Strategise to improve fundraising, through short learning programmes and increasing third-stream income.

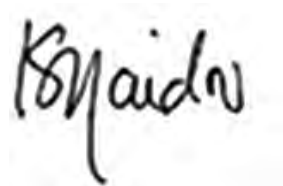


CONCLUSION

The Faculty of Humanities had a productive and fast-paced 2022. Despite exceedingly difficult circumstances at times, most of the agreed-upon targets were met, including success rates, research outputs and internationalisation goals. Senior academics were regularly interviewed as experts by the international and local media. The Faculty managed to incorporate technologically inspired teaching initiatives through innovation and produced high-impact research.

The Distinguished 4IR Webinar Series was a great success and will hopefully continue to flourish in the years ahead. The Faculty has sharpened its focus and has become more alert to addressing issues of staff and student wellbeing and mental health. Departments need solid training to address needs and to be well-versed in issues related to the social and psychological wellbeing of staff and students, and to develop strategies to enhance the above.

As already noted, students performed well during the year and module success rates were exemplary. Numerous awards were conferred on staff members, and the number of NRF-rated researchers steadily increased. Although there were many improvements – and the evidence shows that more was achieved in 2022 in comparison to 2021 – the priority areas listed above reveal that we have work to do in 2023. There is much to strive for over the current year.



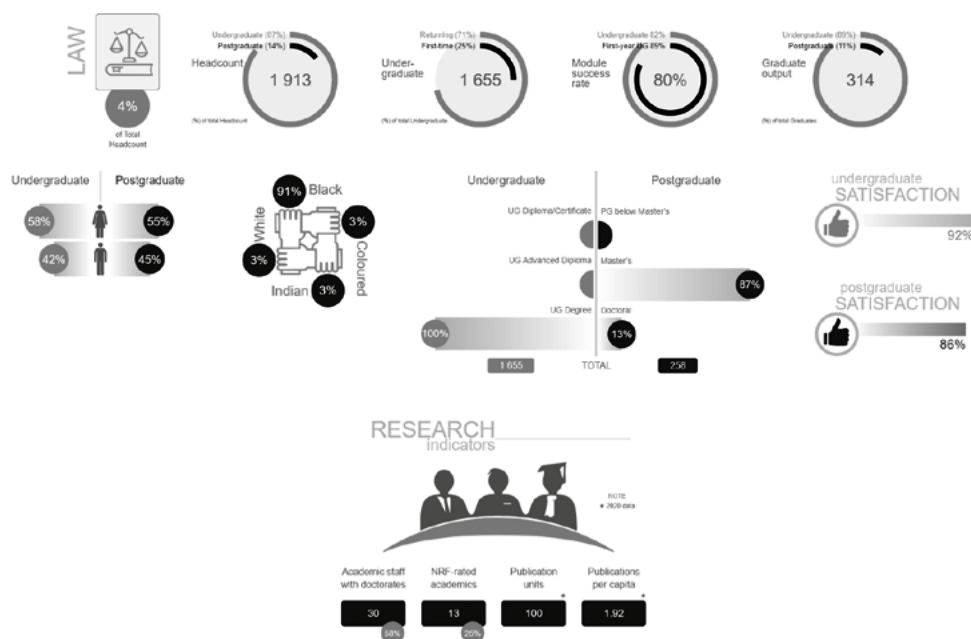
Kammila Naidoo (Prof)

Executive Dean:
Faculty of Humanities



Faculty of Law

NATIONAL AND INSTITUTIONAL CONTEXT



The Faculty of Law, one of seven faculties and the college of the University of Johannesburg, is the second smallest. It refuses, however, to be defined by this when viewed from various perspectives. The Faculty of Law is one of the eight South African Faculties of Law ranked by the 2021 Times Higher Education (THE) World University Rankings by Subject: Law. The UJ Faculty of Law is ranked in the 176–200 band in the world. Nationally, the Faculty of Law is the third-best law Faculty in South Africa. Unsurprisingly, our law students are well sought after in the legal and commercial worlds and the public service. As well as equipping our students with critical legal skills across our undergraduate, postgraduate and service module teaching offerings, the Faculty of Law at UJ hosts four active research centres, namely the Centre for Banking Law (CBL), the



Centre for International and Comparative Labour and Social Security Law (CICLASS), the Research Centre for Private International Law in Emerging Economies (RCPILEC), and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the National Research Foundation (NRF). These research structures help us to produce impactful research both locally and internationally. The Faculty of Law has three clinics on our Auckland Park, Soweto, and Doornfontein Campuses. Our law clinics allow final-year law students to do community outreach work and work-integrated learning. The Faculty of Law's 2022 academic year successes indicate that the Faculty is indeed progressively achieving its quest to be the Faculty of Law of choice on the African continent.

STAFF PROFILE

Academic members of staff

At the close of the academic year on 31 December 2022, the Faculty had 53 full-time academic members of staff who were appointed permanently or on fixed-term contracts exceeding one year. At that date, we had 14 professors, 7 associate professors, 11 senior lecturers, 17 lecturers and 4 assistant lecturers. The Faculty had 35 (66%) academics who hold doctorate degrees. In total, 29 (55%) of the full-time academic members of staff were female and 26 (49%) of the full-time academic members of staff were black. In the 2022 academic year, the Faculty had 13 (25%) NRF-rated researchers. While the Faculty has increased its black academic staff ratio over the years, this has been concentrated within the junior ranks. Moving forward, the Faculty continues to develop, build and implement an integrated and transformational recruitment, retention and succession plan, particularly in the senior academic ranks. In 2022, two associate professors and two lecturers resigned. Three full professors also retired. In 2022, four black academics joined the Faculty at the senior and junior academic ranks (two full professors and two lecturers). We also welcomed one female associate professor towards the end of the year. In addition, we had two promotions to the level of associate professor.

Support members of staff

The Faculty of Law had 33 support staff members at the close of the 2022 academic year, 27 support staff members are permanent, and 6 are on a fixed-term contract. During 2022, the Faculty made the appointment of a new marketing coordinator. There were no resignations among the support staff. Two support staff members retired. Of the 33 full-time members of staff who were employed on non-academic conditions of service, 22 (66,7%) are black. Regarding the development of our support staff to acquire and grow their skill set, four support staff members completed the Generic Management course.

TEACHING AND LEARNING

Student profile

Teaching in the Faculty is split between teaching traditional law modules to law students and teaching in the service modules offered to non-law students registered for diploma and degree programmes in other faculties. Our total headcount in 2022 was 1 913 for the Faculty's undergraduate and postgraduate programmes. All first-time entering law students who registered in 2022 had an Admission Point Score (APS) of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is excluded). Furthermore, our total registration for postgraduate programmes (master's and doctorates) was 258. For several years now, the majority of our students have been female. Of the undergraduate students, 58% are female and 42% male, and of the postgraduate students, 55% are female, and 45% are male.



Success rates, student satisfaction and degrees conferred

The Faculty of Law's success rate in the traditional undergraduate law modules was 82%, and its first-year module success rate was 89%. Our undergraduate satisfaction rate in 2022 was 92% (2021: 90%), and our postgraduate satisfaction rate was 86% (2021: 82%). Senior students were employed as senior tutors to mentor their junior undergraduate counterparts, contributing positively to the success and satisfaction rates. The Faculty conferred 299 undergraduate and 65 postgraduate degrees.

First Year Experience

At UJ, the First Year Experience (FYE) has been conceptualised as a holistic programme that encompasses all aspects of the first-year student experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life. In 2022, the FYE was conducted virtually because of the ongoing COVID-19 related restrictions at the beginning of the year; this included the integrated tutor system and library orientation as an integrated part of the Legal Skills module. The Executive Dean hosted a first-year engagement session for all first-year law students. This session was well attended and saw students actively engaging with the Dean on a broad range of topics, including career options, questions surrounding ethics in the legal profession, exam preparation, time management and gender-based violence on campus. The Law mentor and the tutors made weekly briefings to first-year Law students throughout the year.

Teaching innovation and quality control

Regarding teaching and learning, the Dean's Committee, which is the governance committee of the Faculty of Law, provides a framework for the proper coordination of the academic coherence and integrity of programmes. The Heads of Departments (HODs) deal with issues relating to the delivery (quality management of programmes) and the integrity of the programme offering. From the start of 2022 up until September, the Faculty of Law operated without a Vice-Dean: Teaching and Learning, while the process of advertising, interviewing, selecting and approving a new appointment for this post was under way.

The Faculty's quality management of teaching and learning covers a number of aspects, for example, ensuring that the various components of the Faculty's quality assurance systems operate effectively and efficiently. These components provide support to the Faculty of Law Teaching and Learning Committee, encourage student evaluation of teaching and learning, promote the use of moderation of assessments, continuously hold regular reviews of student performance, encourage authentic or deep and experiential learning, and adopt a tutoring programme or system that is integrated to teaching and learning (the integrated tutoring programme). During the 2022 academic year, all the undergraduate and postgraduate programmes used Blackboard. Blackboard enabled online access to the content, as well as monitoring/tracking of the various programmes offered by the Faculty.

Given the important role that technologies play in teaching and learning, the Faculty has developed an online academic tutoring programme, called the Faculty of Law Online Academic Tutor (FLOAT). FLOAT relies on (post)modern technologies, for example, virtual realities (VRs), artificial intelligence (AI) and machine learning, to enhance teaching and learning. The FLOAT toolkit is scenario-based and seeks to introduce students to some of the scenarios or cases relating to the practice of law and to employ gamification as part of the teaching methodology. Several updates were implemented to FLOAT during 2022 to improve the FLOAT offering to students. These include the integration of the First Year Experience and the VR goggles given to the first years to FLOAT activities; correcting the initial structural challenges in the 2021 FLOAT version and updating the look and feel in FLOAT to accommodate the VR goggles and the First Year Experience; implementing a general improvement of the FLOAT page on Blackboard to employ teaching best practices in structure, layout and unit presentation of the material; and incorporating the ability for students to earn badges for the completion of activities under units. While the original FLOAT project produced seven videos, only two were used in the 2021 FLOAT version. In 2022, the remaining five videos were incorporated into FLOAT. In addition, in 2022, a proposal made to the Teaching and Innovation Fund for the development of a chatbot for the Law of Contract was successful. The Law of Contract chatbot (named LawBot) was completed and successfully rolled out in July 2022. It was well received by our students.



Moot court participation

In 2022, our students participated in nine moot court competitions compared to five in 2021. The students were the overall winners of the Kader Asmal Moot Court competition hosted at the University of the Western Cape, where they also won the prize for best memorials. The UJ team for the Philip C. Jessup International Law Moot Court Competition also won the South African national rounds and the prize for best memorials, while one of our students also won the award for best oralist. This marked an unprecedented clean sweep of the awards available at the national rounds and represented UJ's first win at this prestigious competition. The team then represented South Africa in the international rounds, where they were the only African team to progress to the advanced rounds.

The UJ teams for the Centre for Child Law Moot and the Centre for Applied Legal Studies (CALS) Public Interest Law Moot also won the best-written submission prizes for those competitions. The strong writing skills of UJ mooting students were acknowledged with a grand total of five awards for best written submissions in the various moot court competitions hosted in 2022. Our first-year students also performed exceptionally well at the Kovies First Year Moot Court Competition, where our teams advanced to the semi-finals. Ultimately, UJ ranked second in the overall competition, while our students also won the award for best heads of argument and one of our students won the award for best oralist in the competition. In the Foreign Direct Investment (FDI) International Arbitration Moot Court, All Africa Regional competition, UJ was the only South African university to be ranked in the top five. One of our students was also ranked as the second-best oralist in Africa.

Non-subsidised (CEP) programmes

The Continuing Education Programmes (CEP) Unit within the Faculty of Law curates and delivers the Faculty's non-subsidised short learning programmes. The CEP part-time programmes are offered to students who want to update their knowledge and understanding of the law and improve their proficiency in legal developments within their career fields. For the year under review, 12 programmes were presented using a hybrid teaching and learning approach. In 2022, a total of 2 025 students were registered across all 12 CEP programmes. Of these students, 1 223 students successfully completed the full programmes for which they were registered. During the year under review, the CEP generated a turnover of R30.2 million as compared to the preceding year's turnover of R26.8 million and realised a profit of R12.2 million to the Faculty. More than R1 million of this profit funds the operations of the UJ Law Clinic.

Recognition of top achievers

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

Bursaries and meal vouchers

In 2022, the Faculty granted 13 internal bursaries in the total amount of R383 000 to assist in paying tuition fees for academically deserving students. The bursary amounts granted to the qualifying students varied from R3 000 to R35 000. Twelve students received meal vouchers. Students who receive bursaries from the Faculty form part of a mentor group. They have to consult regularly with one of the academics responsible for the bursaries and meal vouchers in respect of their academic performance. Between them, these students obtained 22 distinctions. We also received an amount of R850 252.53 as a donation to LLM students from the Don Mahon Foundation on 12 December 2021. The funds were distributed in 2022 to five black female master's students and five black male master's students.

PARTNERSHIPS

Local

The Faculty's relationship with the profession enables it to work closely with various law firms, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers.



In 2022, the Faculty of Law together with PsyCaD, hosted a career fair. Students were provided with the opportunity to engage with companies. The Faculty's relationships with local attorney firms, auditors and judiciary also resulted in several practising attorneys, advocates, auditors and judges lecturing online and presenting and attending Faculty seminars/webinars.

International

The Faculty of Law has active exchange agreements with 35 foreign universities. The Faculty also has cooperation agreements with the Graduate School of the Public Prosecution Service of Brazil, The Hague Conference on Private International Law (the Netherlands) and the International Institute for the Unification of Private Law (UNIDROIT) (Italy). These partnerships and agreements ensure excellent opportunities for academics and students within the Faculty. The Faculty is also a member of the International Association of Law Schools (IALS).

RESEARCH FOOTPRINT AND IMPACT

Publications, conferences, seminars and workshops

Publications

The Faculty anticipates that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will have 121 subsidy-generating publication units in respect of articles, books, chapters, and conference proceedings published by members of the Faculty. Faculty members were also involved in editing several books and contributed chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, including articles in non-accredited journals, book reviews and op-ed pieces.

Since its launch in 1976, a symbolic year in our country's history, the *Journal of South African Law/Tydskrif vir die Suid-Afrikaanse Reg* (TSAR – published by Juta for the Faculty of Law) has grown incrementally and has been included since 2009 on an internationally acknowledged leading list of accredited journals: the Social Sciences Citation Index (SSCI) under the auspices of Thomson-Reuters in the United States of America. It is also fully indexed and covered by Scopus under the auspices of Elsevier in Europe, included in the Excellence in Research for Australia (ERA) recognised list of scientific journals for Australia, and has been available on HeinOnline electronically for more than three decades, albeit with a holdback condition to safeguard the subscription base.

During the reporting year and notwithstanding COVID-19, four volumes and a total of 846 pages were published on time. TSAR remains the only African legal journal where all content is micro-disseminated for the purposes of the world-renowned German index, known as the *Karlsruher Juristische Bibliographie* (KJB).

Conferences, seminars, and workshops

In 2022, many members of the Faculty presented and organised online, hybrid and face-to-face conferences, seminars and workshops. To enhance staff members' publication and research output, the Faculty invited staff members to contribute to a Faculty book project, themed 'The business of higher institutional education – investigating freedom, pedagogical approaches and constitutionalism'. The Faculty hosted a writing retreat workshop for the contributing authors of this book project.

One of the major highlights of the Faculty was that its South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC) hosted the World Congress gathering of the International Association of Constitutional Law (IACL) for the first time on the African continent. The World Congress Conference aims to bring together constitutionalists from around the world to debate and discuss the most cutting-edge research in the field and to build networks and connections.

Another major highlight of the Faculty was the conference hosted in honour of Judge Margaret Victor's retirement together with the South Africa Reading Group, New York Law School. The conference brought together international scholars, justices of the South African Constitutional Court, judges of other courts in South Africa, practising lawyers and civil society advocates.



Research structures

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Countries, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the NRF SARCHI initiative. The research centres and the Research Chair in International Law produce publications, arrange seminars, and submit reports to national and international bodies.

Centre for Banking Law (CBL)

The Centre is a member of the Johannesburg Chamber of Commerce and Industry (JCCI), and through it, participates in the activities of the International Chamber of Commerce (ICC). The director of the Centre is the chair of the South African national committee of the ICC Banking Commission. The Banking Commission of the ICC does important work in relation to especially trade finance and financial crime.

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

During 2022, CICLASS maintained several collaborative relationships with colleagues and institutions locally and internationally. CICLASS staff also presented papers at several local and international conferences and webinars. Juta Publishers approached CICLASS to write a peer-reviewed publication on informal economy workers in South Africa. The focus of this publication is specifically on distinctive vulnerable categories of workers in the informal economy who are without adequate labour and social protection: domestic workers, informal traders, and waste pickers. CICLASS received funding to the amount R22 400 from the University's Strategic Research Support for a writing retreat for the above project. In 2022, CICLASS was also awarded a research project by the International Labour Organisation. The project deals with a comparative analysis of national legislation and international labour standards. JUST SOCIETY, within the Departments of Political Science and Public Management and the Department of Law, University of Southern Denmark, invited the director of the centre to attend and participate in a workshop, Merging Law and politics to ensure equal access to welfare rights, from 12 to 14 September 2022.

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

The Research Centre's strategic focus areas are International Commercial Law and Private International Law (there is a large area of overlap between these fields). The targets are in the areas of teaching and learning (including the flagship LLM programme in International Commercial Law and a joint doctoral programme with the University of Lucerne), capacity building, research, social impact (with a focus on regional and international impact), contact with regional and international organisations and arranging conferences, seminars, and workshops. The relationship with the intergovernmental UNIDROIT remains strong. Prof Easa Fredericks is a member of the Working Group on Matters Related to Jurisdiction in Transnational Civil or Commercial Litigation under the auspices of the intergovernmental organisation known as The Hague Conference on Private International Law. The project is intended to lead to a new set of The Hague Principles (or a new Convention) on jurisdiction in international civil or commercial matters, which would be useful, especially, in emerging countries. Prof Fredericks is also a member of the Governing Council of UNIDROIT, the International Institute for the Unification of Private Law in Rome, Italy. He attended the various meetings of the working group and the annual meeting of the Governing Council, all held over several days. One of our nGAP lecturers obtained a bursary for an internship of six weeks at UNIDROIT in Rome.

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

During 2022, SAIFAC had a major increase in its profile due to hosting a global event on Constitutional Law, the World Congress of Constitutional Law. In doing so, it showed its continued leadership both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus).

Apart from hosting the World Congress, SAIFAC continued to host an extensive seminar series with 14 seminars and book launches. The seminars covered a range of vital topics – particularly notable was a series of seminars on gender equality for Women's Month (August), seminars responding to recent Constitutional Court judgments and seminars that gave SAIFAC researchers an opportunity to present their work.



Producing high-quality research in its areas of focus is a key part of SAIFAC's mission. In 2022, a collaboration between SAIFAC, UJ and the Externado University in Colombia resulted in an edited book, which was accepted for publication by Oxford University Press in 2023. SAIFAC also continues to make submissions on policy processes relating to its fields of focus. During 2022, SAIFAC made two submissions on the Draft White Paper on Conservation and Sustainable Use of South Africa's Biodiversity. This White Paper is a significant development in the field of environmental policy.

SAIFAC's blog, African Law Matters, was initiated in November 2021 with the aim to encourage and facilitate discussion across the African continent on issues relating to constitutionalism, human rights, the rule of law and international law. During 2022, the blog was consolidated and a blog post was published almost every week. It has acquired a much larger following and stature over the past year, and we plan to build on the work done further in 2023.

Research Chair in International Law

In the year under review, the cohort of researchers produced ten book chapters and six journal articles. A total of eleven online and in-person papers were presented at national and international conferences. A total of 14 in-person and online lectures were presented. Fourteen mass media interviews with researchers at the Chair occurred in the year under review.

Dr Esther Njieassam (PDRF) obtained a Globalink research award, which enabled her to take up a three-month research position at Lockhead University in Canada. Dr Marko Svicevic (PDRF) received an EU mobility grant, enabling him to take up a research and teaching position at Palacky University, Czech Republic, in 2022. Ms Ropafadzo Maphosa (LLD candidate) is awaiting the outcome of her 2022 application for an EU mobility grant for an exchange visit at Palacky University. If successful, she will be the third recipient of such a grant at the Chair. In 2022, the Chair was invited to join a panel of 15 experts from different regions of the world to review and comment on a manuscript, entitled *Nuclear Weapons Law*, by eminent legal scholars, to update and arrive at a consensus view as to the legality of nuclear weapons since the 1996 International Court of Justice ruling.

Law Library

In 2022, the Law Library appointed ten Law Library assistants, eight undergraduate students and two postgraduate students, for ten hours per week, as well as the Law Library mentor, a postgraduate student who was appointed for 20 hours per week. The Law Library mentor plays an important role by assisting the law librarians in coordinating the various tasks performed by the Law Library assistants. As in the past, these assistants continued to deliver a very important service to staff and students alike, especially as regards working from home. Training was provided to undergraduate and postgraduate law students by creating videos to assist students in locating the various primary and secondary sources in the UJ databases for law and the multidisciplinary databases containing legal sources. These online tools form the backbone of all training sessions offered in the Law Library and are the starting point for training law students to locate the different sources in the Law Library in print and electronic format. They serve as a communication tool to inform students about new developments in the Law Library and are the one-stop-shop for realising the legal research needs of undergraduate and postgraduate students. They also form a valuable tool for academics and researchers in the Faculty of Law in that essential information on legal research and legal sources, as well as on library services, is shared online in a structured and understandable way. Once again, in 2022, the usage statistics for these guides were the highest of all faculties within UJ, with a total of 151 983 compared to 145 362 visits the previous year.

COMMUNITY SERVICE

Law Clinic

The Law Clinic personnel worked tirelessly and, at times, under challenging circumstances (problematic infrastructure, lack of or old equipment) in 2022. Despite the numerous challenges, the personnel adapted, formulated, successfully implemented solutions, and remained resilient. In an attempt to make the Law Clinic more relevant in our technology-charged world, a staff member within the clinic started developing an Electronic File Management System (EFMS). The purpose of this system is to provide a file management system that caters for file and case management and the continuous assessment of the student's work product.



One of our attorneys, Mr Hart, appeared regularly as a legal expert on eNCA, SABC, News Room Africa and Carte Blanche, providing legal opinions on pending issues before the courts. He co-authored an article on the multidisciplinary facets between law, technology and communication.

The Law Clinic also hosted delegations from Zimbabwe Law Clinic, Cornell University, and a Polish delegation. The Director managed to secure a donation from the German-South African Lawyers Association to fund the LexisNexis and Juta subscriptions. The Director and Mr Hart attended the GAJE-IJCLE-SAULCA worldwide conference from 11 to 15 December 2022. The conference was geared towards law clinics, and some possible collaborations with other international and national university law clinics will flow from their participation at the conference.

FACULTY GOVERNANCE

The Executive Dean's Committee, which operates within the policies of UJ, is the management committee of the Faculty. As the Faculty of Law is a small faculty relative to the other faculties in the University, the Dean's Committee of the Faculty operates as the governance committee in respect of matters not specifically allocated to the other committees. This Committee deals with matters related to, among others, the quality of teaching and learning, research, ethics or ethical matters, academic matters, staff matters, the risk register, community service, transformation and departmental matters. This system works well, since the Executive Dean, Vice-Deans, Head of Faculty Administration and all the Heads of Department are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes such as supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building international relations, marketing the Faculty, and for the continuous improvement of the Law Library. In December 2022, the Faculty was delighted to be informed that our grant proposal (Developing a new generation of women legal leaders in Africa), on which we worked together with the Faculty of Humanities, was selected for a co-impact gender design grant. We were awarded \$500 000 for one year to design the project; the rest of the grant money will be awarded on the completion of the project's design phase.

THE WAY FORWARD AND CONCLUSION

The Faculty of Law will continue to build and strengthen the existing succession plans and transformation/mentorship initiatives within the Faculty. The Faculty requires its leadership positions and senior academic positions to reflect South Africa's demographics and the institutional promise of transformation and decolonisation. We are committed to creating an institutional culture of research excellence, teaching and learning excellence, and student and staff wellness. The Faculty will continue to collaborate with the relevant university structures to improve the success, throughput, and on-time completion rates in its undergraduate, postgraduate and continuing education programmes.

The vision for the Faculty of Law Online Academic Tutor (FLOAT) project 2023/2024 is to incorporate a greater focus on gamification and develop more cutting-edge technological tools for FLOAT. The Faculty will also continue to build on existing relations with local and international partners in our quest to be a Faculty of Law of choice on the African continent. The achievements of the Faculty of Law are attributable to the hard work, dedication, and resilience of the members of the Dean's Committee, academic and support staff members, members of support units/structures within UJ, students, friends, partners, and alumni of the Faculty.



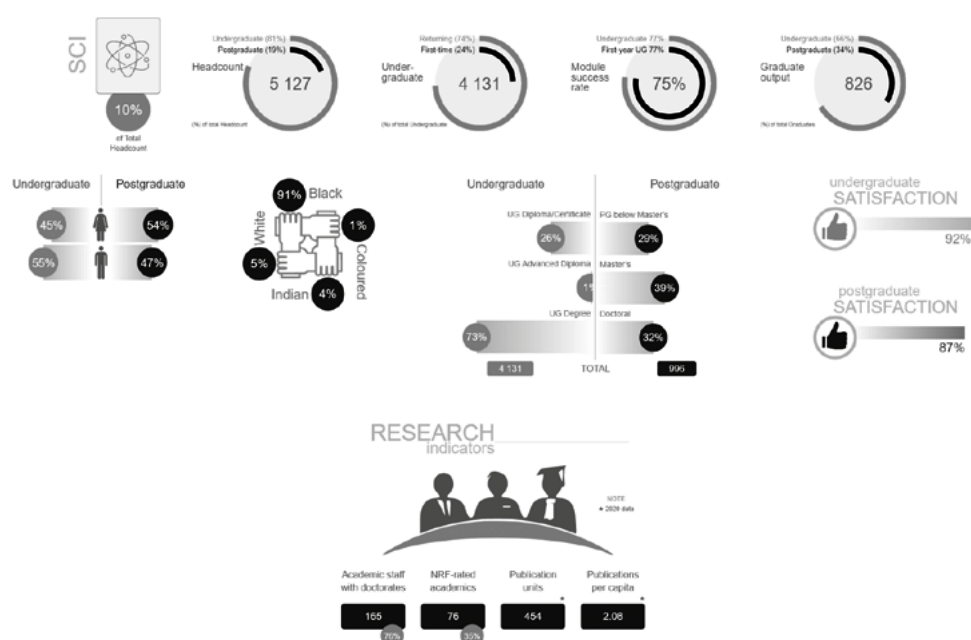
Wesahl Domingo (Prof)

Executive Dean: Faculty of Law



Faculty of Science

OVERVIEW



To achieve the key objectives of global excellence and stature, the Faculty of Science created, applied and disseminated new knowledge for the advancement of the pure and applied sciences in 2022. This was achieved despite the constraints of the global COVID-19 pandemic, which continued throughout 2022, necessitating the continuation of some online modalities for teaching, learning and research.

Pursuing our vision of a dynamic Faculty where new knowledge, leading scientists and technologists are developed through innovation, in 2022, the Faculty of Science deployed the scientifically adept human resources at its disposal, together with the advances of the Fourth Industrial Revolution (4IR), in order to excel amidst the challenges posed by the COVID-19 pandemic in bringing the increasingly hyperconnected world of the future into the present.



The University of Johannesburg's overarching goal of excellence and stature was met in 2022 by the Faculty of Science through committed efforts in the following objectives according to key areas of performance:

- Fostering an enabling environment conducive to excellence in teaching (exemplified by sustaining and improving online teaching and learning), research (100% DHET-accredited publications and joint postgraduate programmes with some of the world's top 100 universities) and innovation (registered patents and agreements with relevant industries).
- Being accessible to a wide range of students (e.g. during online teaching and learning, students with a wide variety of devices/access options were catered for).
- Continuing the presentation of high-quality joint programmes (with Nanjing Tech University, the Université Claude Bernard Lyon, Tohoku University in Japan) and relevant programmes (involvement in the Sustainable Territorial Development programme with Università di Padova, KU Leuven, and Université Paris 1 Pantheon-Sorbonne).
- Continuously emphasising an increase in high-impact research (exemplified by publishing in Science and the Nature group of publications).
- Productively utilising our highly competent, qualified, and motivated staff (e.g. improved or first-time NRF ratings of several staff members, as well as national and international recognition through awards and prizes detailed later in this report).
- Fostering collaborative activities with other institutions, relevant industries and the community (e.g. recognition of our academic staff by international and national science councils, universities and organisations, such as the Actuarial Society of South Africa, Geochemical Society and the European Association of Geochemistry, and the United Nations Economic Commission for Africa).
- Enhancing the impact of the Faculty in terms of its public and community engagement (e.g. online and offline short learning programmes (SLPs), two of which serve government departments, namely an offering to the Education SETA by Geography, Environmental Management and Energy Studies (GEMES), along with an offering by the Academy of Computer Science and Software Engineering (ACSSE) of the Certificate in Cyber Security Awareness to the State Security Agency). The planned online SLP, Introduction of Cyber Security for the National School of Government, was further developed in 2022.
- Ensuring successful involvement with Science Education for learners and teachers through the Soweto Science Centre (SSC) and teacher training through a GEMES SLP funded by the EDTP SETA.

UJ was ranked highly by the top international university rankings agencies in 2022, with the Faculty of Science making a significant contribution to the institution's global impact by extending the footprint of many disciplines, as demonstrated in Table 33.

Demonstrating our fitness for purpose is that 76% of our academics and 20% of our technical staff have a doctoral qualification. Additionally, the Faculty's competitiveness is exemplified by the fact that in 2022, according to Google Scholar, 26 out of the top 50 most cited researchers from UJ were from the Faculty, and five of these academics were in the top 10. Furthermore, the Faculty's national relevance is illustrated by its employment equity profile in that 52% (162/320) of our whole staff complement (i.e. academic, technical, and administrative) come from South African designated groups.

STAFF PROFILE

In 2022, staff in the Faculty were primarily distributed over the DFC and APK Campuses of the University, as depicted in Table 34. The academic staff represented 72% of the total staff. Support staff, comprising research, technical and administrative staff, represented 28% of all staff. Table 35 shows the shift in proportion from 2017 to 2022.



Table 33: International rankings

(unless otherwise indicated, these are the rankings of these disciplines within South Africa)

GRAS ¹	QS ²	THE ³	BGUR ⁴	URAP ⁵
Earth Sciences 201-300 #2 in SA	Agriculture and Forestry 351-400 #6 in SA	Life Sciences 401-500 #3 in SA	Chemistry 227 #1 in SA	Geology 268 #3 in SA
Geography 201-300 #2 in SA	Physics and Astronomy 451-500 Joint #3 in SA	Computer Science 601-800 #2 in SA	Geosciences 241 #3 in SA	Earth Sciences 302 #3 in SA
Physics 301-400 #2 in SA	Environmental Sciences 401-450 #5 in SA	Physical Sciences 601-800 #9 in SA	Physical Chemistry 231 #1 in SA	Chemical Sciences 442 #2 in SA
	Chemistry 451-500 Joint #2 in SA		Physics 292 #3 in SA	Environmental Sciences 404 #7 in SA
			Plant and Animal Science 407 #6 in SA	Physical Sciences 530 #5 in SA
			Environment/ Ecology 467 #8 in SA	Mathematical Sciences 560 #5 in SA
			Computer Science 566 #2 in SA	Biological Sciences 603 #6 in SA

Number of subjects ranked: GRAS (4), QS (4),
THE (3), BGUR (7), URAP (7)

Table 34: Staff distribution per campus in 2022⁶

CATEGORY		APK	DFC	TOTAL
Academic 72%	Permanent	133	55	188
	Contract	19	5	24
	Temporary	21	4	25
Administrative 14%	Permanent	29	7	36
	Contract	3	2	5
	Temporary	5	1	6
Workshop and Technical 14%	Permanent	24	11	35
	Contract	3	1	4
	Temporary	4	2	6
TOTAL		241	88	329

¹ Global Ranking of Academic Subjects (GRAS) – The Shanghai's Subject Rankings² Quacquarelli Symonds (QS) Subject Rankings³ Times Higher Education (THE) Subject Rankings⁴ US News & World Report's Best Global Universities Rankings (BGUR) – Subject Rankings⁵ University Ranking by Academic Performance (URAP) Field Based Ranking⁶ SSC operates from SWC once a week.

Currently, 98,4% of the Faculty's permanent academic staff have either a master's or doctoral degree. This figure has remained stable from 2017 to 2022. Five full-time (permanent, contract and temporary) staff members were registered for master's degrees and 46 for doctorates in 2022 (only three of the 188 permanent academic staff members are not yet in possession of a master's degree; two of these have professional actuarial qualifications and one was registered for an MSc). In 2022, five staff members of the Faculty of Science obtained their doctorates.

Table 35: Proportion of academic staff vs support staff

	2017	2018	2019	2020	2021	2022
Academic	67%	66%	68%	72%	71%	72%
Support	33%	34%	32%	28%	29%	28%

Table 36: Qualification profile of permanent academic staff

QUALIFICATION	2017	2018	2019	2020	2021	2022
D degree	72,51%	73,6%	77,42%	76,17%	79,58%	79,79%
M degree	26,16%	24,71%	21,51%	22,28%	18,85%	18,62%
TOTAL	98,67%	98,31%	98,93%	98,45%	98,43%	98,41%

Table 37 considers the demographic profile of permanent and fixed-term contract academic staff members according to population group, for designated groups, South African only, and when including international staff. Since 2019, there has been a 12,9% increase in designated, permanent, South African academic staff. Of the eight permanent academic appointments made in 2022, six were from designated groups (South African only).

Table 37: Demographic breakdown of permanent and fixed-term academic staff, including international staff

	Designated Groups International and South African (Permanent Staff)	Designated South African (Permanent Staff)	Designated Groups International and South African (Including Fixed-term Contracts)	Designated South African (Including Fixed-term Contracts)
2019*	57,52%	36,56%	59,06%	37,21%
2020*	118/193 = 61,39%	81/193 = 41,97%	132/224 = 58,92%	91/224 = 40,63%
2021*	121/191 = 63,35%	83/191 = 43,46%	138/220 = 62,73%	93/220 = 42,27%
2022	122/188 = 64,89%	93/188 = 49,46%	144/212 = 67,92%	100/212 = 47,17%

*As of 2019, country of birth information is also used to determine designated status.

Tables 38a and 38b show an overview of the racial profile of all permanent academic staff (38a) and permanent and fixed-term contract staff (38b).

The gender profile experienced variations over the last few years. In 2018, 37% of the permanent academic staff were female. In 2019, this fell to 34,94%. In 2020, it dropped to 65/193 = 33,68%. In 2021, it was only 31,41%. In 2022, 33,13% of the permanent academic staff were female. It appears that actions taken, such as preference for female candidates for vacant positions, have turned this around, and the number of female staff is on the rise or has stabilised.

See Table 38c for South African born South Africans at the SL level and above.

**Table 38a includes information on all permanent staff, both South African and international.



Table 38a: Overview of permanent academic staff*

RACE**	LECTURER		SENIOR LECTURER		ASSOCIATE PROFESSOR		PROFESSOR		TOTAL
	M	F	M	F	M	F	M	F	
Black	28	12	17	3	14	5	8	3	87
Coloured	3	3	2	0	1	1	3	0	13
Indian	6	2	2	1	1	2	2	2	16
White	7	8	9	7	13	1	11	7	56
TOTAL	44	25	30	11	29	9	24	12	172

See Table 38c for South African born South Africans at the SL level and above.

**Table 37 includes information on all permanent staff, both South African and international.

Table 38b: Overview of academic staff (both permanent and fixed-term contract)

RACE*	ASSISTANT LECTURER		LECTURER		SENIOR LECTURER		ASSOCIATE PROFESSOR		PROFESSOR		TOTAL
	M	F	M	F	M	F	M	F	M	F	
Black	2	4	40	16	18	4	14	5	16	4	123
Coloured	0	0	3	3	2	0	1	1	3	0	13
Indian	0	1	8	3	2	1	1	2	2	2	22
White	1	1	10	14	9	8	14	3	11	7	78
TOTAL	3	6	61	36	31	13	30	11	32	13	236

* Table 37 includes information on all permanent staff, both South African and international.

Table 38c indicates the percentage of designated (South African born, South African nationality) and female permanent staff at senior lecturer, associate professor and professor level. The number of female senior lecturers decreased from 34,15% in 2021 to 33,33% in 2022, while the number of associate professors improved from 28,8% to 44%, and in the case of designated female full professors for the first time this number has reached 16,3%.

Table 38c: Percentage designated (South African born, South African nationality) and female permanent academic staff

	SENIOR LECTURER	ASSOCIATE PROFESSOR	PROFESSOR	TOTAL
Female	13/39 = 33,33%	9/28 = 32,14%	11/25 = 44%	33/92 = 35,87%
Designated	23/39 = 58,97%	15/28 = 53,57%	8/25 = 32%	46/92 = 50%
Designated Female	4/39 = 10,25%	7/28 = 25%	4/25 = 16%	15/92 = 16,3%

This table does not include the position of Executive Dean.

The pipeline of designated female lecturers and senior lecturer staff looks promising.

In 2017, permanent full professors were (22/172) 12,8% of permanent staff, whereas in 2020, this increased to (39/193) 20,2%. In 2021, this percentage further improved to (40/191) 20,9%, and in 2022 to (36/202) 17,8%. Although there has been a slight decrease in the number of full professors, this can be ascribed to a number of retirements and an overall increase in academic staff numbers due to some posts being split into more junior posts and senior staff being replaced with early career academics.



Especially for our research output, we also use fixed-term contract staff, who include (distinguished) visiting professors. Visiting academic staff are not included in the staff numbers reflected here.

Build your own timber initiatives, like the New Generation of Academics Programme (nGAP), Assistant Lecturers Programme (AL), and the Accelerated Academic Mentoring Programme (AAMP), contributed to the increased numbers and seniority of designated academic staff in 2022.

EXCELLENCE IN TEACHING AND LEARNING⁷

Blended learning

The start of the 2022 academic year marked the return of students to campus for contact classes after two years of attending classes online. Since it was mandatory for students to only enter the campuses after providing proof of vaccination, the classes were presented in hybrid mode where students who were allowed to enter the campus attended contact classes. However, those who were not permitted on campus (due to no proof of vaccination) could still attend classes online and take online assessments. Moreover, the Faculty also applied stringent protocols with respect to social distancing, where staff were encouraged to ensure that students occupied only 50% of the lecture venues. The remainder of the students could consequently attend online classes from other locations on campus. This exercise was in accordance with COVID-19 safety protocols. Staff were encouraged to attend workshops hosted by CAT to become well-versed with the hybrid mode of class presentations.

The Faculty subscribes to various initiatives to ensure the success of its students in their pursuit of higher education. Students in their first year were required to attend the First Year Seminar, which in 2022 was in-person, easing them into their role as UJ citizens with access to the various institutional support facilities. Interventions were in place for modules considered at risk (as determined by the Priority Modules list), with academic staff introducing further support resources, which included additional online content, intensive revision, extra tutorials and additional or weekend classes at the discretion of the lecturer. The Faculty also continued to support the strategic appointment of tutors to assist and facilitate learning in at-risk or priority modules.

The Faculty Teaching and Learning Workshop held on 9 September included blended learning topics, such as the use of WAKELET in large first-year classes as a new hybrid learning initiative, perceptions on contact learning versus online learning from Biology and Life Sciences FET students, how useful the first-year readiness questionnaire can be to student science teachers, the use of daily experiences to improve student participation and throughput rates and initiatives taken to improve overall success rates.

Enrolment

- Undergraduate diploma student enrolment increased by 1% in 2022, while the number of students enrolled in the extended degree and diploma programmes increased by 1,08%.
- We had 5 129 students enrolled in 2022, of whom 4 132 were undergraduate students and 996 were postgraduate.
- The proportion of postgraduate enrolments (of the total enrolment) increased slightly from 19% in 2021 to 19,4% in 2022, as shown in Table 39. This might be attributed to the pandemic and the difficulties experienced in international travel.

Table 39: Headcount proportions

	2018	2019	2020	2021	2022
Undergraduate total	78,6%	79,4%	79,3%	81%	80,6%
Postgraduate total	21,3%	20,5%	20,6%	19%	19,4%
Occasional total	0,1%	0%	0,1%	0%	0%

⁷ Numbers from HEDA as on 2023-02-22.



- The proportion of master's and doctoral students in the total number of postgraduate students (including honours degree students) remained at 71% from 2021 through 2022.
- International student enrolments increased from 403 in 2021 to 418 in 2022. This represents 8,15% of the total enrolments, as seen in Table 40.

Table 40: Enrolment figures – All nationalities except RSA

	2018	2019	2020	2021	2022
Undergraduate	169	225	229	232	260
Postgraduate	189	214	200	164	158
Occasional	2	1	1	3	0
TOTAL	360	440	430	399	418
% of total enrolment	8,13%	9,39%	8,88%	7,83%	8,15%

- In 2022, (3560/3872) 91,94% of our South African undergraduate students were black, (52/3872) 1,34% were Coloured, with (133/3872) 3,43% Indian, giving a total of 96,71% from designated groups (South African only).
- Students from designated groups (South African only) in 2022 represented (722/838) 86,1% of all South African postgraduate students, which is remarkably similar to the previous year.
- In 2022, 2 224 of the 5 129 students in the Faculty of Science (43,36%) were female, which is an approximately 2% decrease from the value of 45,13% in 2021, but keeping the trend over the last five years consistently in the 40%-45% range.
- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was 61% in 2022, up from 60% in 2021.

Success rate

After the stabilisation in the undergraduate success rate during successive years from 2018 to 2021 (78,1% in 2018, 83,4% in 2021), in 2022, the success rate decreased to 77,1%. which might also be attributed to problems faced by students returning to contact classes after two years of online learning. The improved success rates over the previous five years are the result of a more rigorous selection of entering students and the increasingly successful interventions referred to previously.

- In 2022, the success rate of all undergraduate mainstream programmes was 77,1%, while that of first-time entering students in the extended programmes dropped from 87,9% to 85,9%.
- The 2022 success rate for international students was 85,3% for all undergraduate qualifications. In 2021, it was 89,6%, while in 2020, it was 93,1% and had been similar for the preceding two years.
- The success rates in 2022 were much more in line with those of previous years, as a number of modules completed on-campus assessments while 20% of online learning and assessments were practised in modules throughout the University.
- The average time to completion for most undergraduate students across all programmes was at 4.6 years in 2021, consistent with that observed in 2021, and for postgraduates, it was at 2-3 years for both 2021 and 2022.

Quality assurance

The Faculty continues to promote quality teaching and learning by giving special recognition to its top achievers. In 2022, Ms Klarise Marais was awarded the Dean's Honour roll for completing more than one degree *cum laude* in the minimum time. Other prize-giving ceremonies across departments within the Faculty continue to take place annually to reward all top-achieving students.

- The Actuarial Science programme also received a performance award from the Actuarial Science programme of South Africa for advancement in its activities.
- The Faculty also strongly encourages staff to engage in SoTL publications. In support of this initiative,



Prof Leung (ACCSE) and Dr Makhubela, Dr Owen Smith and Dr Morena (Geology) published in *Teaching Innovation for the 21st Century*, showcasing UJ teaching and learning 2021.

- Several programmes and modules were also amended (detail in the full report) during 2022, to improve and maintain the high quality and relevance of those programmes.
- Dr Modley (GEMES) served on the panel of experts at the launch of the new SLP on Sustainable Development Goals on 19 August 2022.

EXCELLENCE IN RESEARCH AND INNOVATION

- The Faculty has submitted a subsidy claim to DHET for a total of 604.43 research units (as of 2023-03-17) from 1 255 publications.
- See Table 41 for year-on-year increases.
- In 2022, the per capita output per permanent academic staff (n=188) was 3.22 units (as at 2023-02-17).
- According to data from the Research Office, as of 17 March 2023, 90,87% of the units in 2022 were from accredited journals.
- The units for 2022, according to the subsidy categories, are as follows: A total output of 604.42 (17 March 2023)
 - Journal articles: 550.00
 - Proceedings: 17.87
 - Books: 30.33
 - Chapters in books: 6.23

Table 41: Accredited publication units 2017-2021

YEAR	JOURNALS	TOTAL	% CHANGE Y-O-Y	UNITS PER PERMANENT ACADEMIC STAFF MEMBER	THREE-YEAR AVERAGE* (TOTAL UNITS)
2017	333.37	390.54	6%	2.3	342.55
2018	340.07	394.88	0,9%	2.2	384.61
2019	369.92	428.67	8,56%	2.3	404.70
2020	421.55	464.41	8,34%	2.4	462.01
2021	481.89	502.79	8,26%	2.63	465.29
2022	550.00	604.42	20,02%	3.22	523.87

*Based on the units for that year and the previous two years. 2021 figures as at 2022-03-07.

Research activities of the Faculty are also illustrated by the following measurable outputs. The following staff have retained or improved their NRF ratings during 2022: Prof PA Dankelman (B1), Prof N Beukes (B1), Prof K Pillay (C2), Prof N Wagner (B3), Dr AS Cornell (B2). In addition, the following three people are rated as of 1 January 2023, namely Prof P Teske (B3), Dr B Gilbert (Y2) and Dr RG Gusian (Y2).

Table 42: NRF ratings

NRF RATINGS	2018 ^{1,2}	2019 ¹	2020 ¹	2021 ^{1,3}	2022 ¹
A	4	4	4	4	3
B	17	21	22	24	24
C	38	35	44	40	40
Y	11	12	9	10	9
Total	70	72	79	78	76

¹ Includes DVPs and VPs, ²As per the Dean's KPIs as at end January 2018, includes visiting (Prof Sinha Ray), Prof Tappe (resigned October 2021), and deceased (Prof Wagenaar, October 2021) academics.



'1 Includes DVPs and VPs, 2As per the Dean's KPIs as at end January 2018, includes visiting (Prof Sinha Ray), Prof Tappe (resigned October 2021), and deceased (Prof Wagenaar, October 2021) academics.

Out of 94 projects reported on in the departmental reports during 2022, 47 projects reported on external funding, 12 reported international funding, while 34 reported funding from South African sources external to the University. Furthermore, 33 reported funding from within the institution.

According to Corporate Governance, two new MOUs were captured for the Faculty of Science in 2022. These MOUs were with Kenyatta University (Kenya) and the University of Lagos (Nigeria). A third MOU with the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAM-AUSTED) (Ghana) is still in the process. Joint degrees with Claude Bernard Lyons, University of Montpellier, Ghent University, Tohoku University and Padua-STEDE were also captured.

Quality research is at the forefront of the Faculty's contribution to scholarship, as illustrated by the 100% of articles appearing in DHET-accredited publications with 1 091 of those being Scopus publications. Once again, the focus has remained on high-impact factor publications.

Table 43: Patents and pending patents

PATENT TITLE	APPLICATION TYPE	PATENT NO.	COUNTRY	PATENT STATUS	INVENTORS
Scopolamine Production	Nationalised PCT	EP 19845755.8	European Patent Council	Granted	Pangi Jiyane, Derek Nditeh
Vertical Kiln	Provisional	2022/09762	South Africa	Filed	Senzani Freeman, Rolly Kabinga, Antoine Mulaba, Lagouge Tartibu
Food Ink	Complete	KE/P/2022/4257	Kenya	Pending	Oluwafemi Adebo, Hema Kesa, Yusuf Kewuyemi
Food Ink	Complete	2022/05516	South Africa	Pending	Oluwafemi Adebo, Hema Kesa, Yusuf Kewuyemi

**These patents refer to a single patent filled in multiple countries.*

- Prof Soebur Razzaque (Physics and Centre for Astro-Particle Physics) was once again the highest cited researcher in the Faculty of Science according to Google Scholar.
- In March 2022, Prof Thorsten Nürnberg (Biochemistry) co-authored a paper entitled 'Evasion of plant immunity by microbial pathogens' in *Nature Reviews Microbiology*, a Science and Nature Group journal with an impact factor of 60.633.
- On 7 April, the Dean's Office (Executive Dean and Vice-Deans) hosted a workshop on applying for promotion to assist academics in writing the teaching portfolio, increasing chances of success.
- In 2022, more than 287 addresses were delivered at conferences and seminars, of which 155 were international and 115 national, with a further 16 being institutional. This is a slight decrease from the 167 international addresses in 2021, but can be attributed the return to offline gatherings, major increases in travel costs and difficulties in obtaining visas. Of the international addresses, 95 were at events outside of Africa, 17 were at events in Africa but outside of South Africa, and 41 were at international events held within the borders of South Africa.
- Within the Faculty, academic staff members availed themselves to be of service to a multitude of professional societies, editorial panels, organising committees of congresses, organisations, and forums external to the University.
- In 2022, there were 41 professional visits with more than 64 delegates from abroad to the departments of the Faculty; of these, 21 visits were at least two weeks long. This is a considerable increase from the



previous year as COVID-19 restrictions were lifted and international travel was made easier. A total of 42 research visits were undertaken by faculty staff members to other institutions for research purposes, of which 14 involved a visit for a period more than two weeks.

- In 2022, the International Office reported on 261 inbound, 899 virtual outbound and 68 physical outbound students for the Faculty, bringing the outbound students total to 967 students. These figures show a 63% increase in the number of outbound students. These figures included contact and virtual contact and included students attending conferences and Africa-by-Bus.
- Visiting professors appointed in the Faculty were: 11 distinguished visiting professors, 50 visiting professors, 3 visiting associate professors, 2 professors of practice, 20 senior research associates, 21 research associates. The total number of visiting staff, therefore in 2022 was 107, excluding the four emeritus professors.
- For 2022, the departments reported on 69 PDRFs. The publication output delivered by these PDRFs was 56.9 units, up from the 53.61 units reported in 2021.

Table 44: Research funding

FUNDING SOURCE	2019	2020	2021*	2022	%
NRF funding	R40 508 700	R38 045 925.89	R37 350 317.25	R39 867 132	50%
URC funding	R22 997 425	R15 660 410.20	R23 855 996.93	R28 195 127	36%
Other external funding[#]	R15 514 511	R18 522 064.75	R35 996 883.98	R11 228 685	14%
TOTAL	R79 020 636	R72 228 400.84	R97 203 198.16	R79 290 945	100%

*Provisional (unaudited) data obtained from Deborah Letseka on 2022-12-31.

[#] Excludes a R40 million investment in the Shimadzu Centre as the instruments are not UJ assets.

The total Faculty Research Funds for 2022 stood at R79 290 945, with external funding from sources other than the NRF decreasing dramatically against 2021. The NRF funding has increased slightly. These figures may change as they were based on the provisional financial results available in December 2022.

For the Analytical Facility, or Spectrum, 2022 proved to be a challenging year. Performance was seriously handicapped by unnecessary delays in procuring essential specialised spares and chemicals for our endeavours. Precarious and spurious anomalies in the stable power supply to our equipment resulted in frustrating and very expensive breakdowns, delays and stress for students who had booked analysis months in advance to meet their deadlines and finish their postgraduate studies within the specified time. The unreliable electricity supply experienced at Spectrum caused approximately R1.4 million worth of repairs to equipment, which was paid for by third-stream income and the Faculty Trust Fund. Income from services rendered allowed UJ to reduce the internal funding amount to the facility by 50% for the sixth consecutive year. Spectrum managed to acquire an ultrapure nitric acid still (R150 000) to circumvent the chronic shortage of this chemical in South Africa and forego the excessive expense of buying it from international suppliers. They also spent R3 million of their third-stream income to acquire a major upgrade to the > 20-year-old X-ray diffractometer (XRD). During 2022, Spectrum assisted 389 staff and their students and accumulated a total of 9 185 hours (+5% YOY) of analysis and 24 854 (+6% YOY) datasets.

Research structures

The following research centres were active in 2022:

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



- The Research Centre for Plant Metabolomics in Biochemistry.
- Centre for Cyber Security in the ACSSE.
- Centre for Natural Product Research in Chemical Sciences.
- Joint Research Centre for Water, Environmental Science and Technology (FEBE and Faculty of Science).
- Joint Research Centre: Smart Mobility and Climate Change (FEBE and Faculty of Science).

The following SARCHI Chairs were active in 2022:

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

Members of the Faculty participated in the following centres of excellence in 2022:

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

SOCIAL IMPACT

The Faculty's community engagement committee was responsible for initiating and monitoring Faculty contributions to social impact and community support projects. The committee facilitated the Faculty's participation in Mandela Month, six flagship projects, including the Soweto Science Centre, and six non-flagship projects. Projects include an outreach project to the Johannesburg Wildlife Veterinary Hospital; the Barberton Archean Surface Environments (BASE) Moodies outreach; cultivating a vegetable garden at the UJ Metropolitan Academy; Bring a Child to Work; and a project on the Indigenous Knowledge Systems (IKS) Centre: Makerspace in Manguzi KZN.

The UJ Soweto Science Centre (UJ-SSC or Centre) is a flagship programme within the Faculty of Science. The Centre enrolls Grade 10-12 learners from schools primarily located in Soweto and surrounding areas. The UJ-SSC has three key programmes: a learner enrichment programme, teacher training and development programmes, and a community engagement programme. In 2022, the Centre registered 172 learners as per COVID-19 restrictions and regulations. Mathematics, Physics, Chemistry and Life Sciences classes were presented both on-campus and on Blackboard every Saturday, and in every weekday during school holidays. In addition to the enrichment and intervention programme for learners, the UJ Soweto Science hosted an online teacher training workshop on 6 July 2022. The workshop was hosted in partnership with Africa Teen Geeks and the United Nations International Children's Emergency Fund (UNICEF-SA) as well as the National Institute for Theoretical and Computational Sciences (NITheCS). The workshop reached 500 teacher attendees and focused on assessing student learning by applying or incorporating different classroom techniques.

The UJ-SSC in partnership with Eskom also hosted a Science Expo Workshop at the UJ Metropolitan Academy. The Eskom Expo Workshop initiative is designed to expose learners to different scientific disciplines to stimulate and excite them into developing Science projects that are impactful, realistic, and suitable for entry into the Eskom Expo for Young Scientists Competition. In May 2022, the Soweto Science Centre, working with the Faculty's Marketing Office, continued with the weekly radio series on UJFM, the University's radio station. This series will continue in 2023 and a list of previous and upcoming interviewees can be found on the SSC website (<https://www.uj.ac.za/faculties/science/soweto-science-centre>).

The Soweto Science Centre also contributed to National Science Week 2022. The National Science Week educational events and activities were hosted at Sci-Bono Discovery Centre and reached 1 560 learners in Grades 7 to 11. The Centre was supported by UJ Faculty of Science, the South African Agency for Science and Technology (NRF-SAASTA), and relevant industries (Eskom).

A number of departments have alumni groups that are well supported by industry partners. In 2023, alumni participation contributed significantly to the success of ACSSE's first hybrid projects day, which took place in October 2022. The previous two iterations of the event from the onset of the pandemic had



been purely virtual. The hybrid model adopted in 2022 consisted of a virtual pre-judging round in the week leading up to the event in which third-year group projects were judged in an asynchronous online manner. In addition to the initial judging round, the online component included several websites describing the Academy's offerings as well as highlighting the third-year teams along with honours, master's and doctoral research. Projects were judged by 58 industry judges (46 for third-year projects and 12 for the honours projects), including many alumni working at companies such as Entelect, BBD, Discovery, Microsoft, and Standard Bank. Following the initial online round, the best 29 third-year projects and 10 honours projects were selected to proceed to the on-campus final rounds. The on-campus judging took place in booths set up along the first floor walkways in APK A, B and C blocks to allow for increased public engagement. The project's day website was viewed 8 807 times.

For Heritage Day/Month in 2022, the Faculty Transformation Committee successfully organised the Faculty's Heritage Month, Ubuntu Braai, an event where members from each department in the Faculty were challenged to exhibit the diversity within each department by dressing in the traditional attire of the respective cultures represented in the department. Each department also participated in a cooking competition where traditional meals were prepared, and traditional music entertainment was provided.

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management relates to the visibility towards and active engagement with stakeholders to improve expectations and impressions of the brand constantly. To that effect, the Faculty monitors global and national reputation through international rankings, has a social media and web presence, encourages NRF rating of academics and engages in partnerships with local and international partners.

Globally

The Faculty entrenched its global reputation by featuring prominently in international rankings by QS, Times Higher Education, US News Best Global Universities, and Shanghai ranking agencies and others in 2022 (detail in Table xx). The strong rankings of Faculty of Science subjects by these bodies, as well as international accreditation of programmes by four of the Faculty's departments, confirm the Faculty's international visibility and reputation.

The global reputation of the Faculty was reinforced by the progress made in instrument installation in the UJ Shimadzu Innovation Centre. These instruments will be used to train students on sample analysis and instrument operation, with the idea of better equipping them for employment, especially in the pharmaceutical industry for which Shimadzu supplies instruments.

In 2022, the Faculty awarded an honorary doctorate in Chemistry to Prof M Levitt. Prof Michael Levitt was awarded the 2013 Nobel Prize in Chemistry for 'the development of multiscale models for complex chemical systems'. Prof Levitt was born and raised in Pretoria and, throughout his career, has been associated with Kings College in London, the University of Cambridge, the Weizmann Institute and Stanford University. Prof Levitt is currently the only South African-born Nobel Laureate in Chemistry.

Nationally

In 2022, the Faculty continued with its focused strategy to recruit top performing students from schools (especially in the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders.

Marketing and communication activities included successful participation in UJ Open Day online events, online top achievers events (institutional and department-specific), online Orange Carpet events, the annual Winter School in online mode, and online departmental seminars and workshops. The Faculty additionally maintains its Facebook page launched in 2016. The public lecture series was a mix of hybrid, online and in-person, thus enhancing the impact of the Faculty in the academic and public arenas. At total of 23 public lectures (9 related to 4IR) were presented in 2022. The quarterly pamphlet, called *Snippets*, which highlights everyday news and achievements, is made available electronically before Faculty board meetings. As usual, staff members and postgraduate students from the Faculty participated in many radio and TV interviews.



Academics also communicated their expertise to the public through one-on-one discourse, magazine and newspaper articles (including articles in *The Conversation-Africa*, which are often taken up by local and global news services) and interviews.

In February 2022, Prof Leroy Cronin (Glasgow University, UK) presented a virtual seminar on Digital Chemistry and 3D Printing in Chemistry. This seminar was attended by chemists from various universities in South Africa as well as some universities from sub-Saharan Africa.

CHALLENGES AND RISKS

The nature of conducting research in the sciences is that challenges and risks are fluid. In addition, some are within our powers to address, while others require dedicated institutional support.

Several risks and challenges affecting the Faculty are included in the risk register along with actions that could and do mitigate circumstances. The risk register was updated in 2022 as in previous years. Some of the remaining risks that were successfully mitigated are discussed below.

The Faculty has a high proportion of staff members with doctorates and master's degrees, but it is primarily the experienced academics who have the research reputation and high NRF ratings. These are also the colleagues who are closer to retirement and at constant risk of recruitment by other institutions. Early career academics are encouraged to identify mentors and to accelerate their research reputations through Thuthuka, URC/FRC, AAMP and other funding sources, so that more of the academics in this group achieve reputable research track records. In 2022, the Faculty again provided start-up financial support to academics new to the institution and as always, following a thorough review of applications, also supported early career and established researchers with internally available funding to keep research programmes going. Established researchers are encouraged to mentor increasing numbers of early career academics.

Load shedding was a recurring theme between departments, with many indicating they experienced difficulties. Difficulties experienced were related to lecture venues and audiovisual equipment not having emergency power, so lecturing was hindered. The load shedding also affects experimental apparatus causing delays in postgraduate student completion and repetition of expensive experiments, and failure and breakage of equipment.

Many departments indicated issues with procurement and the issuing of PO numbers resulting in significant delays in research projects and completion of student projects.

The student-staff ratio is not ideal for contact teaching and learning. This is exacerbated by the annual increase in student enrolments, which also negatively impacts infrastructure, especially laboratory space. In previous years, our increased enrolments made it difficult to find lecture halls to fit all the students, forcing the duplication not only of practical sessions but of lectures as well, which of course, impacts on the quality and increases our temporary lecturer pool. The new Science and Engineering Building (on DFC), which opened at the end of 2022, will alleviate some of the space issues, allowing lecturing staff to conduct practicals more efficiently. This building will be available for use by Biochemistry, Chemical Sciences, Biotech and Food Technology, and Zoology on DFC in 2023 and will alleviate some of the problems associated with the limited undergraduate laboratory space on that campus. Two laboratories (one 100-student capacity and one 70-student capacity) are fully equipped and ready for use in the first semester of 2023.

Many departments reported varied throughput in undergraduate modules. The absence of students in lectures and practicals was highlighted as the students struggled to get to terms with contact sessions. The return to summative assessments in most modules after two years of continuous assessment has also impacted on students. A return to normality at the end of 2022 and into 2023 will hopefully allow for a normalisation of performance.

Maintenance of equipment, infrastructure and facilities remains an important institutional risk. The importance of Spectrum is explained elsewhere, and though the lack of a reliable electricity supply hampers its functionality, it is a means of accumulating funds for future breakdowns. Spectrum increasingly provided services to external requesters alongside their internal responsibilities, which positively contributed to their income and the third-stream trust fund kept on reserve for instrument maintenance. Furthermore, 50% of the Spectrum running budget is funded from third-stream income.



Mathematics and Applied Mathematics have lecturers sharing offices, while Chemical Sciences (DFC), Physical Sciences (DFC) and Biotech-Food Technology have lost office, lecture, and laboratory space to other faculties, which severely impacts on their ability to grow and provide services to students. Chemical Sciences is one of the top producers of research publications in the Faculty and also carries a heavy service teaching load. The shortage of especially laboratory and office space experienced by this department holds a serious risk for the Faculty's future research subsidy submission. A SARChI holder in Chemical Science is still experiencing problems with getting adequate laboratory space to fulfil the mandate of the research chair.

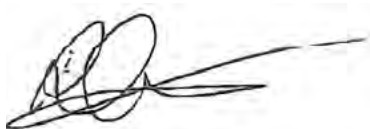
Nationally, the number of designated South African doctoral candidates is declining. Given the substantial number of designated candidates enrolled in master's degrees, we have the potential to substantially increase the number of South Africans registering and completing a doctoral qualification. However, the limited number of bursaries for postgraduate students is one of the reasons cited for non-application for a doctoral degree. In general, access to bursaries for postgraduate (and undergraduate) studies influences our ability to attract and retain postgraduate students. Lack of funds is one of the issues that requires persistent brainstorming, discussions, workshops, and strategy sessions to identify new ways of fundraising for research running costs, equipment, and student support.

CONCLUSION AND WAY FORWARD

The Faculty produced over 1 255 Scopus publications in 2022, which is 164 more than in 2021. We still lead the institution when it comes to the highest percentage of internationally peer-reviewed journal publications as well as citations generated by those publications. In 2022, we continued to improve upon strategies to get more academics to participate in producing research output and to substantially increase the number of designated South African doctoral degree students. We improved on the number of publication units of last year (currently 604.43, while we ended 2021 on 502) with a marked increase in output from PDRFs. We have again successfully promoted several colleagues in 2022 to contribute to increasing the seniority of academic staff. For the first time, 8,3% of our (full) professors are designated South African females. In 2022, 76% of our academic staff and 20% of our technical staff were holding doctorates. Several staff with MSc degrees are registered for PhDs, which will, in the future, increase the number of academic staff with doctorates to more than 80%.

Quality promotion and good governance were ensured in 2022 through the activities of various Faculty committees responsible for the quality monitoring of functions related to teaching and learning, research, higher degrees, community engagement, promotions, and health and safety. All of these committees report to the Dean's Committee and are subcommittees of the Faculty Board, the decision-making body of the Faculty.

We did well in marketing our groundbreaking research, both nationally and internationally, in 2022, thus ensuring that the quality of what we deliver is widely noticed and recognised. Excellent research and its successful marketing have become evident in the sustained and improved high rankings of many of our Science disciplines by numerous international ranking agencies. Although many of our subject rankings in South Africa have remained unchanged, many have improved globally. We are energised by this recognition and plan to reach even higher heights in research and innovation, teaching and learning, and social impact in 2023.

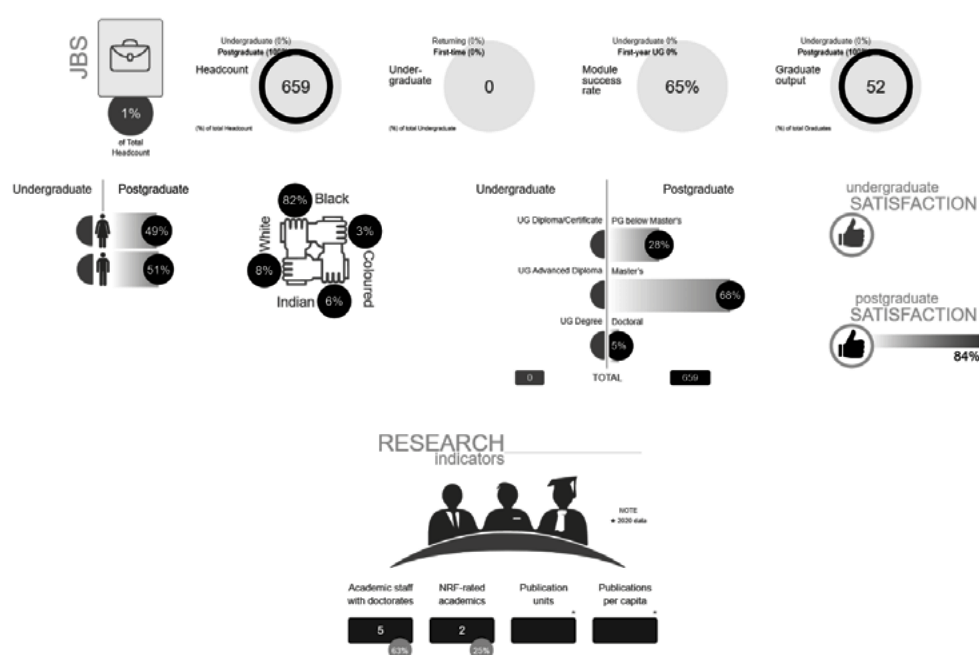


Reinout Meijboom (Prof)
Executive Dean: Faculty of Science
(Acting)



Johannesburg Business School (JBS)

OVERVIEW



THE SCHOOL AT A GLANCE

The academic year 2022 saw the repositioning and differentiation of the Johannesburg Business School (JBS) as contemplated with the appointment of the Dean in March 2021. The relocation of JBS to the JBS Park significantly enhanced the visibility, footprint, and attractiveness of the School as a thought leader on the South African business school landscape. The future-focused leadership market offering, conceptualised through the digital transformation lens, resulted in the rearticulation of the MBA programme, the introduction of a Postgraduate Diploma (PGDip), as well as the Doctor of Philosophy (DPhil) programmes in 2021, with the first intake for the latter two in 2022.

As a result, JBS saw the number of postgraduate students increasing from 250 in 2021 to 659 in 2022. This shows strong market acceptance of the JBS suite of qualifications, with students representing opportunities



for the School to strengthen its alliances with industry. Furthermore, the rapid growth and the retention rate of the carousel online programmes, coupled with heightened interest in our doctoral qualification, have added further differentiation and innovation and are positioning JBS as a key research-intensive business school. The sustainability of the growth to date requires further investment in human capital and general teaching, learning and research infrastructure.

To promote its international standing and credibility, JBS has subjected itself to an international peer review process managed by Deans across Frontiers (EDAF). This process culminated in a report identifying key strengths and areas of improvement to be addressed as JBS moves towards international accreditation. One of the key observations was that in the relative short lifespan of JBS, it had made progress beyond what was initially contemplated and significantly shifted the path towards international accreditation. The panel commended the quality of the reports submitted for review and indicated that they were of high quality, setting high standards regarding international benchmarking.

EDAF identified the interventions needed to move JBS more decisively towards accreditation. These included addressing an overreliance on contract personnel in administration and a critical shortfall in permanent staff, the need for focused international partnerships, growth of international third-stream income and the enrichment of online programmes with additional peer-to-peer interactions. Lastly, EDAF highlighted the importance of global alliances for the School, encouraging the establishment of credible global partners as key to strengthening the School's suitability for accreditation.

The year 2022 has seen an increased number of enrolments following the trend established in the previous year. The number of permanent academic staff members increased from two to ten and is expected to grow further during 2023 as more positions are advertised and filled. In this regard, JBS has begun to de-risk its overreliance on contract personnel. The de-risking is also taking place in the administration side with the appointment of a permanent Head of Faculty Administration.

JBS is also strengthening and focusing its portfolio of offerings. In this regard, the PG Dip has been strengthened to becoming credit-bearing for the MBA programme, thus building an internal pipeline. A further development is that the School's programme offerings will be broadened to include a health executive management focus in both the MBA and executive management programmes.

JBS continues to build and draw on the expertise of international partners and its very influential international advisory board. In terms of its international exposure, JBS participated in several international conferences, and the strategic repositioning of the School is drawing acclaim and interest globally. To remain productive, given the relatively small staff cohort, focused engagements with quality leading schools will define our networking. While very significant partnerships have been established with leading schools in the USA, UK, EU and India, networking on the African continent remains high on our radar to ensure relevance and context. The introduction of the MIT micro-credentials programme into the JBS MBA offers our students access to world class and cutting-edge programmes. Importantly, this also demonstrates the international recognition and awareness of the unique positioning of the JBS on the African continent, to the extent that JBS is packaging modules from its MBA programme in its own micro-credential initiative for rollout in 2023.

A notable development in 2022 was the launch of the first node of the Artificial Intelligence (AI) Institute, as contemplated by the Presidential Commission on the Fourth Industrial Revolution chaired by his Excellency, President Cyril Ramaphosa, with the Deputy Chair being the Vice-Chancellor and Principal, Prof Tshilidzi Marwala. The AI Institute was launched at JBS Park and is hosted by the University of Johannesburg at JBS, as recommended by the Minister of Digital Technologies and Communication, Honourable Minister Khumbudzo Ntshavheni. It is envisaged that the catalytic projects of the national government assigned to the JBS node will positively impact on the research agenda of the entire UJ and provide even further impetus to the already strongly growing third-stream income.

In 2023, research capacity and outputs are expected to grow significantly due to the appointment of various academics with PhDs and of postdoctoral research fellows. A further surge in research capacity and outputs is expected from the 2022 DPhil cohort, with some candidates already starting to attend and present papers in international conferences and to publish in international journals.



Third-stream income has already seen strong growth, a further testament to the market resonance to our unique positioning. The School has significantly grown its existing key accounts, while also onboarding new clients from across the country, in both the public and private sectors. Research and training programmes have been designed in collaboration with and to meet the needs of various business and industry players, which is not only opening up new avenues for applied academic work but also establishing the JBS as a source of relevant innovation. It is anticipated that additional gains will be realised from investment in additional resources and focused marketing and brand positioning over the short term. The current investment is a necessary condition for the sustainable growth of the JBS.

The agenda for the JBS for 2023 has been refocused to respond to student needs and the report from Deans across Frontiers. The main areas of focus are:

- Operationalising the revised JBS strategic plan leveraging the brand position and market segmentation.
- Strengthening of the academic support structure, cognizant of the statutory and internal governance processes.
- Onboarding of staff to meet international benchmarks and accreditation requirements.
- Networking on the African continent with the further infusion of African context into programme offerings.
- Attaining international accreditation facilitated by the rapid advancement of the School as evidenced by the international peer review panel.

INTRODUCTION

The JBS hosted a strategic planning workshop mid-2022 where the vision of the School was defined as follows:

"To be a highly respected African business school with a global perspective and influence, educating tomorrow's leaders to connect humanity and technology for positive impact in a world of continuous change."

It would be trite to say that the period under review has been a challenging one for South Africa and the world at large. While the COVID-19 pandemic receded and the State of Disaster in South Africa was lifted, ongoing concerns about a new flare-up of the health crisis lingered. South Africa's power crisis reached a new intensity, with little prospect of an early resolution. The country's indifferent performance in investment and GDP growth, coupled with extreme levels of unemployment, continue to drive tough economic conditions for the nation. Global conditions compound this challenge, notably the conflict in Ukraine and the growing tensions in East Asia. These developments have highlighted the growing importance of the JBS vision and goals. South Africa's recovery in a post-pandemic world, and its ability to meaningfully resolve the socioeconomic problems afflicting it, will depend on a robust business community that is attuned to the challenges and opportunities that the global (and increasingly digital) economy provides. The JBS can state with pride and confidence that it has successfully navigated the difficulties of establishment and is now on a sharp growth trajectory, symbolised by the occupation of its new campus.

In the year under review, the JBS became the first public university business school in South Africa to offer a fully online MBA programme. The attractive online model was designed for the mindset of young, upwardly mobile, and digitally attuned professionals. It has allowed the JBS to assume a national footprint across South Africa, as well as among students across the African continent.

The School's rapid growth and its projected expansion in the coming years present a pressing need for thought on adaptation. The JBS remains understaffed, and the pressure that this creates will only grow with the expected expansion in student numbers. The imperatives of research into areas such as digitisation and artificial intelligence, as well as their applications to business, demand the engagement of top-shelf academic capacity. The School has been fortunate in its current appointments and will need to expand on these in the immediate to short term. The same applies to the JBS's hands-on participation in the business landscape through partnerships and consultancy. It is part of the value proposition of the School that it is able to add real-world value. Once again, this requires careful selection of staff and ongoing incentives for our people to devote themselves to innovative endeavours.



STAFF

The year 2022 started off on a sombre note with the passing of Prof Conrad Viedge, one of the founders of the School and at the height of his contribution as Academic Director. Prof Viedge left a personal and professional void in the School and in the hearts of its staff.

As noted in the previous reporting period, the JBS moved from a faculty, structured predominantly around contracted expertise, to one based on permanent staffing in both the academic and the support fields. In 2022, the School embarked on a rigorous recruitment process to fill the critically important Academic Director role, as well as two senior lecturer positions. Overall, the recruitment process was fruitful in that 35 of the 38 previously vacant or temporarily filled posts have been filled. Of these 35 posts, 13 were for academic positions and the remaining 22 were for support roles.

However, as indicated earlier, the JBS remains understaffed and unhealthy dependent on the use of contract and temporary staff. This overreliance was highlighted by the EDAF team as unsustainable and a threat to the ability of the School to perform optimally and plan accordingly. For this reason, the JBS is planning to supplement its existing staff complement with an additional ten academic posts and five support functions. This addition would be linked to particular disciplines, identified as follows:

- Associate professor and senior lecturer to focus on the new world of work, human resources, and organisational behaviour discipline.
- Professor and senior lecturer to focus on the healthcare discipline.
- Associate professor for the entrepreneurship discipline.
- Associate professor and senior lecturer for the leadership discipline.
- Associate professor for the marketing discipline.
- Senior lecturer for the economics and international business disciplines.
- Senior lecturer to focus on the operations management and supply chain discipline.

QUALIFICATIONS, NRF STATUS AND RECOGNITION

Staff qualifications

The JBS has made solid progress in professionalising its staff complement by ensuring that the right staff are recruited in the right positions for maximum productivity, staff wellbeing, and the delivery of positive student experiences.

The School has drastically improved the quality of its staff complement during 2022 as well as implemented finely customised continuous professional development activities. Table 45 is an overview of the highest qualifications held by key academic and support staff members, with

Table 46 showcasing support staff who are currently completing specific and advanced academic degrees that are aligned with their job descriptions.

Table 45: Highest qualifications held by JBS staff

Qualification level	Number of JBS staff with qualification
PhD or doctoral degree	5
Master's degree	6
Honours degree	4
Bachelor's degree or professional diploma	7
Matric only	0

Staff development

The continuous development of staff is central to the JBS value chain. When employees are adequately developed, and continuously so, the JBS benefits from their knowledge, skills, and confidence. The result is increased productivity, heightened job performance, and a better student experience. The JBS encourages



Table 46: Staff currently registered for specific academic programmes

Qualification level	Number of JBS staff in current studies
PhD or doctoral degree	4
Master's degree	3
Honours degree	2
Bachelor's degree	1
National diploma or professional diploma	2

lifelong learning and, in its efforts to support this, the School provided various learning activities to both academic and support staff including workshops on:

- Case study writing.
- Ethics in business and academia.
- Website development.
- Conditions of service and employee wellbeing.
- Adaptive leadership.
- Team development and performance.
- Safety, health, and environment training.

These interventions have already shown high-level return on investment through better employee engagement, higher levels of motivation, reduced labour turnover, and teams that are capacitated to better serve students and clients alike.

Recognition

Prof Lungile Ntsalaze, in his capacity as the Head of the JBS Doctor of Philosophy in Digital Transformation degree, was recognised with an award. Prof Ntsalaze won the prestigious SAICA Honours TIE award for his noteworthy contribution to the field of accountancy.

NRF status

The JBS continued to make progress in expanding its staff and onboarding research talent. The School made solid strides in recruiting researchers who are rated by the National Research Foundation (NRF) with the goal of improving the profile and academic standing of the School. Two talented professors were recruited, namely Prof Abejide Abe-Ibijola who joined the School as Professor of Artificial Intelligence and Applications, followed shortly by the recruitment of Prof Arnesh Telukdarie as Professor of Digitisation. Both professors have made important contributions in driving the School forwards in their respective fields, as outlined in various research and commercialisation activities, international partnerships, student research outputs, and patents.

TEACHING AND LEARNING

Teaching and learning constitutes the central purpose of the JBS, and the primary measure of the success and relevance of the School rests on how it executes this mandate. The JBS contact MBA was launched in January 2020, followed shortly by the launch of the online MBA in February 2021, and the Doctor of Philosophy in Digital Transformation and the Postgraduate Diploma in Business Administration in January 2022. The addition of the online Postgraduate Diploma in Business Administration rounded off a rapidly expanding portfolio of academic programmes.

Enrolment and student profile

By 2022, the JBS had enrolled 552 students across its portfolio of academic programmes, with projections set to almost double to 948. Table 47 shows the distribution of enrolments per programme, showing a clear bias towards online programmes. For example, the online MBA accounts for approximately half of the enrolment figures within the academic portfolio of the school.



Table 47: Enrolment distribution per programme – 2022 and 2023

Year	Contact MBA	Online MBA	Contact PGDip	Online PGDip	DPhil	TOTAL enrolments
2022	100	364	75	90	33	662
2023	131	495	140	134	48	948

The JBS anticipates strong growth in the coming years, with enrolments expected to surpass the 1 000 mark within the next two years.

Student support, access, and success

Postgraduate studies in business are demanding and taxing on students. The modules in the various programmes are designed to include ongoing assessments, as well as committed engagement with programme material. The JBS supports students at three touchpoints:

- At a direct level, through daily interactions with programme managers, each assigned to a specific programme to ensure proper coverage and in-depth knowledge of the relevant content, structure, and demands.
- At senior level, through freely available programme directors. As part of their duties, programme directors have the responsibility of managing student progression and learning outcomes. Programme directors are also available as the first line of escalation in the unlikely event that students are dissatisfied with services offered by the programme manager.
- At a one-on-one personalised level through periodic interaction with dedicated executive and learning coaches. The coaches are tasked with supporting students with successfully balancing the triple, mid-career challenges of growing careers, stressful study workloads, and personal demands as spouses, parents, and caretakers of elderly parents.

This triple-level approach to student support has proven successful, with performance difficulties being picked up early and satisfactorily addressed to limit student dropout rates. Students are engaged at various levels to identify emerging threats to their studies while being offered customised solutions to tackle these challenges. The outcome has been high persistence rates, including online programmes that are the most prone to student dissatisfaction and disengagement.

While the JBS has done relatively well to maximise student engagement, support, and success, the shortage of staff remains a significant challenge to student wellbeing. Teaching and supervision duties demand significant faculty time, and the optimal staff complement remains far from what it is currently.

Graduations

2022 saw a notable achievement for the JBS – the graduation of its first cohort of contact MBA students. This was a truly remarkable achievement for a new business school, and a vote of confidence in the commitment of the University to establish such an institution in an otherwise crowded local market. This commitment to excellence, innovation, and academic rigour paid off and the School is poised to continue making a positive impact in the business world. While challenges remain, this achievement cemented the foundation of the JBS as the provider of outstanding business education to the next generation of business leaders.

PROGRAMMES

Short learning programmes

The JBS boasts a total of 62 short learning programmes, most of which were conceptualised and launched in the period under review. These programmes were redesigned to breathe life into the new strategy of the School and designed to equip entrepreneurs and managers in an increasingly digitised world of work. While the School designed and delivered these short learning programmes to more than 15 client-organisations, the most notable of these engagements resulted in the following outcomes:

The Virtual Marketplace programme for small- to medium-sized entrepreneurs (SMMEs)

This programme focuses on embedding skills in digital marketing and international collaborative purchasing among SMMEs. The design of this platform has been completed, and the tools are undergoing the final phases of testing, with launch envisaged in the next review period.



Digital Consulting and Digital Product Development programme in partnership with the UJ Institute for Intelligence Systems and Accenture

The aim of this multi-million rand initiative is to develop participants' skills in delivering consulting services that provide advice to organisations on how to leverage digital technologies and strategies to deliver against business objectives. The participants are taught how to work with clients to identify their goals, assess their existing digital capabilities and develop strategies to improve their digital presence and performance. This programme is timely, given the growing importance of digital consultants in recent years as a result of the increasing prevalence of digital technologies. The envisaged outcome of this programme is a cohort of 140 digital consultants who are able to support their client-organisations with staying current, optimising performance, increasing engagement, and driving growth.

New short learning programmes

The JBS designed and launched four new programmes during the period under review, namely the Business Revitalisation, Customer Acquisition and Retention, Proposal Writing for SMMEs, and Funding Readiness programmes.

RESEARCH INNOVATION

The JBS is thrilled to announce the improved research output produced in the year under review. This is testament to the hard work and dedication of staff and students who have achieved satisfactory results in various research areas, including in digital transformation, the application of digital technologies, skills development systems, SMME enablement using technology, shared mobile technologies in Africa, artificial intelligence, post-pandemic recovery of economies, and immersive virtual reality simulations. The JBS achieved a total of 13.3765 research units, which represent a satisfactory percentage increase in comparison to the previous period under review.

The JBS acknowledges the critical role of research and innovation to stay competitive, relevant, and impactful in the rapidly changing world of work. The School has entered into a wide range of partnerships to drive specific deliverables, including to:

- Enhance the quality of education as seen in the introduction of the healthcare-focused MBA with international partners to be announced in due course. This new MBA specialisation was approved, and its first intake of students will start in the next reporting period.
- Build reputation and strengthen credibility, evident in consultancy projects that the School has recently entered into with Johannesburg Water, Rand Refinery, HWSETA (Health and Welfare Sector Education and Training Authority), BankSETA, and CHIETA (Chemical Industries Education and Training Authority). These partnerships focus on diverse research areas, each aimed at delivering social impacts through the smart and relevant application of digital technologies in facets including water supply, integrated digital systems, child wellbeing, order management, supply chain optimisation, billing and cash flow management.
- Meet the demands of industry, as highlighted in the JBS partnerships with BMW, BankSETA, Accenture, and HWSETA in the priority areas of workforce reskilling, human capital redevelopment, and industry-driven demand for the development of specific skills.
- Create opportunities for collaboration, which the JBS has undertaken with local and international partners, including John Hopkins University in the USA, Kaunas University of Technology (KTU) in Lithuania, and Sasria in South Africa. Areas of collaboration with these partners include cooperation on healthcare programmes with a specific focus on energy demand and infection control interventions, doctoral student exchanges and immersions, and the digitisation of environmental, social and governance factors reporting in companies with a specific focus on the financial services sector.

International partnerships, stakeholders, and community engagement

In recognition of the globalised nature of contemporary business education, and given the JBS focus on digital transformation and its context-relevant application, the School was vigorous in pursuing long-term linkages with institutions across the globe. This commitment also signals that the School remains on the cusp of emerging knowledge obtained through benchmarks, peer learning, and open innovation. The period under review saw the JBS negotiate agreements with institutions across the globe (Table 48).



Table 48: International partnerships

REGION	COUNTRY	NAME OF INSTITUTION
Europe	Lithuania	KTU Lithuania
Europe	United Kingdom	London South Bank University
Europe	United Kingdom	Westminster University
Europe	United Kingdom	University of Portsmouth
Europe	Poland	University of Gdansk
North America	USA	John Hopkins University

External funding

Third-stream income sources remain a priority area. In the absence of substantial seed funding, the JBS continues to drive strong growth in this area to allow it to diversify its revenue, invest in research and innovation, develop new programmes, and support community engagement. For the year under review, the JBS entered into various agreements with organisations, including CHIETA, Syspro, Sasria, BMW, and the Department of Communications and Digital Technologies. The collective value of these contracts was just over R20 million.

FACULTY GOVERNANCE AND RISK MANAGEMENT

The JBS embarked on a rigorous faculty governance and risk management process designed to safeguard its reputation, financial sustainability, and long-term success. The process involved a six-step process comprising:

- The establishment of a governance framework with distinct sub streams responsible for ethics and higher degree governance structures.
- Completion of a risk assessment in partnership with governance teams at the University.
- Adoption of a post-assessment risk register that underpins the governance and risk management approaches at the School.
- The implementation of the governance and risk management framework that is currently under way.
- Continuous monitoring and reporting on a regular basis to ensure the effective implementation of identified governance and risk management measures.
- Various and unit-level relevant staff training on governance and risk management. Continuous improvement of governance and risk management approaches as the School grows and evolves.

Resource management and environmental sustainability

The most significant development for the period under review was the occupation of the new JBS Park premises (6 500 m²) on Kingsway Avenue. Extensive remodelling of the facility was undertaken, and funders were approached to support further upgrades. The facilities have potential to be state-of-the-art for various purposes, including teaching and learning, administration, social engagements, and the showcase of various touch-and-feel initiatives, such as those being developed under the AI node. The design of the building and envisioned upgrades will enable the JBS to expand its staff and programmes and cement the premises as a hub of knowledge exchange for professionals and entrepreneurs alike.

The broader asset management system is similar to that used by the University. The Senior Manager: Shared Services serves as a critical liaison between the University and the JBS, ensuring alignment and consistency of service in various functions, including landscape management, maintenance, campus security, building branding, environmental sustainability, and best practices in the management of physical resources and services. Environmental consciousness forms part of the academic offering at JBS, as well as the manner in which the School envisages itself operating. This mindset has allowed the JBS to remain productive in the midst of ongoing energy shortages and the resultant water supply interruptions. The School has plans in place to ensure energy and water security beyond these challenges, which will also be to the benefit of the broader society who also depend on these resources.



FINANCIAL MANAGEMENT

The JBS is guided by the financial policies of the University as approved by Council. Each department and unit in the JBS is allocated a budget, which is spent on approved line items, each approved by a duly authorised delegation of authority that is closely monitored through financial systems set in consultation with financial business partners, the Dean, and the University. The financial records under review flow from the annual budget set at the beginning of each year and consolidated centrally through the IDU system.

The JBS ended the period under review in a financial deficit, and projections show that it will remain in this position, albeit on a smaller scale, at the end of the next period under review. Projections show that the School will return a financial surplus from 2024 and beyond as student numbers expand and the positive impact of growing fee revenues, expected subsidies, and research income flow into School coffers. The numbers presented in the financial position table assume existing staff levels. It must be emphasised that this is not an ideal position because as student numbers rise, so will the burden of teaching, and the demands on an otherwise thin staff base.

THE WAY AHEAD

In 2023, the research capacity and outputs of the School are expected to grow significantly with the appointment of various academic members with doctorates and the appointment of postdoctoral research fellows. A further growth is expected in research capacity and outputs from the 2022 DPhil cohort, as already indicated above.

The agenda for the JBS for 2023 is focused on being responsive to students' needs as well as to the recommendations of the EDAF panel. The main areas of focus are:

- Strengthening the academic support structure.
- Onboarding of staff.
- Networking across the African continent.
- Attaining international accreditation.

The JBS has successfully established itself as an institution with an attractive and unique value proposition. A steady growth in student numbers and the steady stream of requests for partnerships both locally and internationally are testimony to the attractiveness of the School on the market. The School has found ready recipients in both the public and private sectors, and collaborative and remunerated work from these sources has been forthcoming. Concurrently, the financial position of the School continues to improve and it is anticipated that the School will return a financial surplus in as little as the next two years. All indications point towards an increase in demand that will be sustained in the foreseeable future.

While there is much to be optimistic about, the School's rapid growth has brought various challenges, foremost of which is the unsustainably high staff-to-student ratio. The resultant burden of teaching will create a taxing working environment, which threatens to compromise staff research. This reality is likely to weaken the academic standing of the School, and weaken its ability to attract high-quality, NRF-rated scholars.

JBS is focused on sustaining its current momentum to expand its presence across all sectors of academic and research activity. To achieve this, JBS has proposed a strategy of ambitious expansion of its staff complement in general and its teaching staff in particular. This would come at a considerable cost, which would require the consideration of various funding scenarios that have already been modelled, some of which involve co-funding arrangements with the University. Additionally, the School has plans in place to solidify its aggressive positioning on the market, while also fine-tuning its exact target market as well as sharpening its value proposition for sustained attractiveness on the local and global markets.

The reality is that the School finds itself at an inflection point. The period that the JBS is entering must be understood and treated as a phase of consolidation, which must be captured and seized for long-term success and sustainability.



Randall Carolissen (Dr)

Dean: Johannesburg Business School

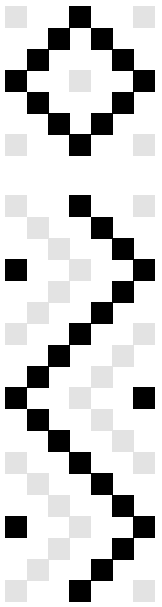






Section ELEVEN





Community Engagement

OVERVIEW

The University of Johannesburg's commitment to community engagement is embedded in its mission, which seeks to inspire its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge, through the application of its human capital. As such, the University acknowledges its obligation to utilise its teaching and learning, as well as research and community engagement capacities to make a significant contribution to the social, economic and educational development of Johannesburg and Gauteng as well as that of the wider society. As such it seeks to add value to external constituencies through strategic initiatives, and partnerships/ collaborations that are mutually beneficial to the University community, as well as the broader external communities.

Community engagement at UJ is implemented through three main pillars, namely service learning, community-based research, and organised outreach. In 2022, the UJ Community Engagement (CE) Unit implemented strategic initiatives through institutional projects, and facilitated collaborations with internal and external partners, and recorded 191 community engagement projects implemented by faculties and divisions according to the following pillars.

- Organised outreach – 126 projects.
- Service learning – 45 projects.
- Community-based research – 20 projects.

This report provides an overview of the community engagement initiatives implemented by UJ in 2022. These initiatives were implemented as institutional projects and programmes facilitated by the CE Unit, and projects that were implemented by academic faculties and support divisions.

UJ, as did other higher learning institutions, experienced the aftermath of the COVID-19 pandemic. Although the COVID-19 restrictions were eased in the first quarter of 2022, participation in community engagement activities by staff, students and community members remained a challenge since people continued to experience exposure anxiety. Education and awareness remained pivotal and by the third quarter, an improvement and recovery in participation had been observed. This report will outline the achievements of community engagement, the challenges that were experienced, and recommendations on how to mitigate risks in the future.

STRATEGIC INITIATIVES: 2022 ACHIEVEMENTS

Community engagement institutional programmes and projects

The CE Unit implemented the following projects and programmes for 2022.



Student volunteer programme

The student volunteer programme is an institutional flagship programme that focuses on recruiting students to volunteer in the communities that UJ works with to contribute towards the common good. For 2022, the programme recruited 15 108 volunteers, which exceeded the target of 12 000. The number of student volunteers recruited per campus and faculties are illustrated in the table below.

Table 49: Number of student volunteers per faculty per campus

FACULTIES	APK	DFC	APB	SWC	TOTAL
Faculty of Art, Design and Architecture	19	75	243	0	337
Faculty of Education	602	60	40	258	960
Faculty of Engineering and the Built Environment	549	2 092	70	0	2711
Faculty of Health Sciences	122	756	18	0	896
Faculty of Humanities	1 356	161	782	169	2 468
Faculty of Law	589	46	45	21	1 314
Faculty of Science	762	395	74	83	701
College of Business and Economics	2 187	247	1 811	1 476	5 721
TOTAL SIGN-UP	6 186	3 832	3 083	2 007	15 108
MEC agreed target: 12 000	4 000	3 000	3 000	2 000	12 000

There has been a significant shift in the number of students who participate in the student volunteer programme. The 2022 number has more than doubled from 6 739 in 2021 to 15 108. The trends in participation per UJ campus have remained the same for 2021 and 2022, with Auckland Park Kingsway (APK) having the highest number of volunteers. This is attributed to the APK Campus having the largest population of students on campus.

In collaboration with UJ staff, students and external stakeholders (community-based organisations (CBOs), government departments, and private entities), the CE Unit implemented the following institutional initiatives in 2022.

Nelson Mandela International Day and Mandela Month

The CE Unit successfully implemented Nelson Mandela International Day by collaborating with faculties, divisions, CBOs, schools, hospitals, the City of Johannesburg and the private sector. On Mandela Day, UJ staff and student volunteer champions had the opportunity to volunteer in various hospitals in partnership with UJ CE, namely Helen Joseph Hospital, Charlotte Maxeke Academic Hospital and Chris Hani Baragwanath Hospital. During Mandela Month, organised-outreach projects focused on education, health and nutrition, literacy, shelter, water and sanitation.

Student Volunteer Champion Leadership Indaba

The CE Unit hosted a student volunteer champion leadership indaba. The purpose of this initiative was to equip student volunteers with leadership skills. The focus for 2022 was on sustainable development goals, volunteerism, innovation and development.

UJ Women in Community Engagement Empowerment Programme (UJWiCEEP)

UJWiCEEP was successfully hosted on 30 August 2022 with the aim of celebrating women from all walks of life and of exchanging knowledge and information about education, business, engineering, agriculture, politics, finance, community development and leadership. UJWiCEEP provided a platform for female students, academics and women in the corporate industry to help each other in repositioning and restoring their space in building positive communities. The programme focused on practical approaches to implementing the global sustainable development goals (SDGs) in our various communities and disciplines. The theme for 2022



was 'Resilient women – Building leadership from the community up'. In addition to the UJWICEEP, the CE Unit also hosted a leadership seminar for young women, called LeadHERship.

CE Men's Forum

The CE Unit implemented the Men's Forum that focuses on issues affecting men. This project was initiated in 2017 as a response to the need men have raised to have a platform that addresses the issues that they face as men. In 2022, the CE Men's Forum hosted a dialogue attended by staff and students from all UJ campuses, and external stakeholders (CBOs, governmental departments, and community members). The topic for 2022 was the 'Effects of the absent father on today's youth'. This topic was in response to the social and psychological impact of having an absent father, a concern raised by students and community leaders. A panel of experts on the topic and known role models to young men participated in the dialogue and presented on resilience, drug addiction, and gender-based violence.

CE Single Parents' Empowerment Project

The Single Parents' Empowerment Project was launched in May 2022, and 20 women from different communities participated in the project. This project was introduced to address the many challenges faced by single mothers during the COVID-19 pandemic. These challenges included vulnerabilities due to the lockdown and gender-based violence. The focus for 2022 was to empower participants in entrepreneurial skills, literacy, numeracy, digital skills and leadership skills. The participants were further empowered as regards gender equality as a sustainable development goal. A need has been identified to empower single parents of all genders, as such future project implementations will be gender inclusive.

CBO engagement forums

The CE Unit hosted four forums with CBOs in 2022. These forums were aimed at discussing the partnerships that the organisations have with UJ, such as the placement of student volunteers and collaboration on community programmes and projects. Volunteerism is a priority focus area for UJ CE, and as such, the CBO forums provided a platform to discuss the placement of volunteers in these organisations. The forums were also an opportunity for CBOs to network with one another, share information about resources and discuss solutions to problems faced in the NGO sector. UJ also used the forums as a platform to impart knowledge to the CBOs through capacity-building workshops.

CEyafunda project training and development programmes

CEyafunda is a word adapted from Siyafunda, which is a Nguni word that means 'we are learning'. The CE in CEyafunda, purposefully replaced the Si in Siyafunda to symbolise Community Engagement. This project was introduced in 2012 to address educational challenges faced by economically disadvantaged schools that were academically underperforming. UJ students volunteered through CE to tutor learners in these schools on Science, Technology, Engineering and Mathematics (STEM). The project also included education on digital skills, mentoring and career expos. Through the CEyafunda Project, the CE Unit implemented educational programmes in schools, and collaborated with the Department of Applied Information Systems in the UJ College of Business and Economics and the Faculty of Education. The UJ CE Unit also partnered with CBOs, such as Boys and Girls Club South Africa, Phakamani Young Minds Academy, The Link, Dare to Read, Skateskein, Atlegang Bana Foundation, Readers are Leaders, Women of Vision, Tab Julies, Slovo Centre of Excellence, Crystal Fountains, Academic Citizenship and Economic Development Centre (ACED) and governmental organisations, such as the Gauteng Department of Education. A total of 26 schools in Gauteng benefited from this initiative in 2022. The tutoring programme under this project has been extended to other provinces, such as Mpumalanga, Limpopo, and North West during the winter academic recess period. In 2022, UJ student volunteers assisted with tutoring in 25 schools in these provinces during these winter schools.

Community Engagement Annual Showcase Seminar

The aim of this initiative is to encourage and motivate students to participate in community development, serve their communities, and emphasise commitment to the common good. The following students and projects won the top three awards:



- 1st Place: Edward Mashaba of Reatlegile Foundation Non-Profit Organisation – Make Every day Mandela Day Project.
- 2nd Place: Muthakhi Mukhuba and Samantha van Staden of UJ Civils Student Structure – Zandspruit Safe Water Awareness Campaign.
- 3rd Place: Zethembiso Mathenjwa of Ulwazi residence – Candlelight Vigil Against Gender-based Violence.

Imbizo Awards

Annually, the CE Unit hosts the Imbizo Awards to recognise the top 100 students who participated and excelled in sustainable community engagement projects. The theme for 2022 was 'Harnessing Ubuntu in Community Outreach'. For 2022, the following students won the top three awards:

- 1st Prize: Doornfontein Campus: Mr Zamokuhle Maseko, 726 hours in CE-organised outreach projects.
- 2nd Prize: Doornfontein Campus: Mr Edward Mashaba, 667 hours in CE-organised outreach projects.
- 3rd Prize: Doornfontein Campus: Ms Lebogang Kgopa, 435 hours in CE-organised outreach projects.

2022 UJ Community Engagement Service Excellence Awards

On 18 November 2022, the CE Unit hosted the Community Engagement Service Excellence Awards (CESEA) to honour and celebrate faculties and divisions for the community engagement work that they do. The theme for 2022 was 'Conversions and knowledge of sustainable community development in universities'. The top three winners, selected based on the sustainability and the social impact of their projects, were:

- 1st Prize: Faculty of Health Sciences
Name of Project: We Care Wellness Community Health Centre
Faculty Community Engagement Coordinator: Ms Bidassey-Manilal
Project Leader: Dr Marelize Caminsky
- 2nd Prize: Faculty of Science
Name of Project: Barberton Archean Surface Environment (BASE) Moodies project
Faculty Community Engagement Coordinator: Dr Tebogo Makhubele
Project Leader: Prof Nic Beukes
- 3rd Prize: Division: UJ Sport
Name of Project: Greater Protea Netball League
Community Engagement Coordinator: Ms Nomsa Mahlangu
Project Leader: Njabulo Nompilo Zondi

In 2022, the UJ CE Unit implemented other community engagement initiatives in addition to the institutional projects listed above. These initiatives include weekly organised-outreach projects with various CBOs, environmental sustainability and health projects (with faculties, divisions, and research institutes) and the City of Johannesburg, student volunteers in food security projects, training of volunteers on leadership skills, work-integrated learning placements for students from various faculties, student leaders training on community engagement, active participation in the South African Higher Education Community Engagement Forum (SAHECEF), and marketing community engagement on mainstream media and social media platforms.

CE PROGRAMMES AND PROJECTS

The UJ Community Engagement Policy gives UJ CE the mandate to coordinate and report on community engagement projects implemented by UJ faculties and divisions. The same policy provides for the MEC to have oversight of CE activities at UJ. To this end, MEC has representation through the Community Engagement Advisory Board (CEAB) led by an MEC member, Dr Nolitha Vukuza, the Senior Executive Director: University Relations, UJ Sport and Student Affairs. The purpose of the CEAB is to provide advice and report to the MEC on all institutional community engagement activities and projects. Faculties (including the college) are represented in the CEAB by CE coordinators who report on community engagement projects from their respective faculties and divisions. For 2022, 191 CE projects were implemented by faculties and divisions. From this number, faculties and divisions selected the following top flagship projects.



Table 50: Flagship projects

NAME OF FACULTY/ DIVISION	FLAGSHIP PROJECT	DESCRIPTION OF THE PROJECT	CE COORDINATOR
Faculty of Health Sciences	Riverlea project	The Riverlea Outreach Project is a collaborative intervention programme by UJ, the Medical Research Council (MRC), the Riverlea Development Trust (RDT) and the City of Johannesburg (CoJ). The Riverlea Outreach Project enhances and promotes general wellness within the Riverlea community through targeted intervention of health services in Environmental Health, Podiatry, Optometry, Medical and Radiation Sciences (MIRS) – specifically antenatal ultrasound scans, Sports and Movement Studies (not during 2020, please see reasons below) and Nursing, including midwifery and community health, not including university recess periods when students are on holiday. Project type: organised outreach.	Ms S Bidassey-Manilal
Faculty of Engineering and the Built Environment	Process, Energy and Environment Technology Station (UJ PEETS)	UJ PEETS is a project that contributes towards improving the competitiveness of industry in the green economy through the application of specialised knowledge and technology transfer. The project provides engineering services and technology development support to small and medium enterprises (SMEs) active in the green economy. In 2022, UJ PEETS supported 582 entrepreneurs, inventors and SMEs, providing subsidised engineering services. Project type: community-based research, service learning and organised outreach.	Ms N Janse van Rensburg
Faculty of Law	UJ Law Clinic	The Law Clinic provides free legal services to the poor and vulnerable members of the community, through three clinics on the Doornfontein, Soweto and Auckland Park Kingsway Campuses. Project type: service learning.	Prof A Boniface
Faculty of Education	Funda UJabule	A primary school founded by UJ in collaboration with Gauteng Department of Education for learners close to the UJ Soweto Campus. The objectives of establishing this school were providing excellent education to children in Soweto; developing a practice learning site for the education of teachers of young children; enabling longitudinal child development studies and research on children's performance in the school curriculum; and serving as a resource centre/development hub for schools close to the UJ Soweto Campus. Project type: service learning.	Ms M Mahomed



NAME OF FACULTY/ DIVISION	FLAGSHIP PROJECT	DESCRIPTION OF THE PROJECT	CE COORDINATOR
College of Business Economics	iZindaba Zokudla	iZindaba Zokudla was created to be consistent with the idea of a 'food policy council'. It provides a forum for entrepreneurs to network and engage with stakeholders, mobilise stakeholders who have an interest in a sustainable food system and link them to farmers in order to build sustainable enterprises. Project type: community-based research.	Ms S Venter
Faculty of Science	Barberton Archean Surface Environments (BASE) Moodies	The aim of the project is to educate learners, community members and administrators of local government and tribunal authorities about the significance and value of the Barberton Makhonja Mountain World Heritage Site for social development and create awareness for the protection of the environment. Project type: service learning and organised outreach.	Dr T Makhubela
Faculty of Art, Design and Architecture	Public Art Murals for the Community of Westbury	This is a project implemented by the UJ Department of Architecture, focusing on students working on designs for new collective housing for Westbury and public spaces design in and with the community of Westbury. This project has been successful at establishing a new visual language and positive identity in the public sphere of the often-overlooked community of Westbury. Project type: organised outreach and service learning.	Mr M Bolton
Faculty of Humanities	The Community of Practice (CoP) for Social Systems Strengthening to improve Child Wellbeing Outcomes	A CoP that integrates various interventions to create nurturing support systems that address children's needs in the early years. Project type: community-based research.	Dr V Nadesan
UJ Sport	Greater Protea Netball League	This is a project that provides a platform for the youth of Soweto to participate and compete in netball. The programme incorporates life skills workshops on social issues affecting young people, such as gender-based violence, substance abuse, and HIV/AIDS. Project type: organised outreach.	Ms N Mahlangu
Student Affairs	The Food Garden Programme	The programme implements sustainable CE food gardens across four UJ campuses to empower student volunteer champions to exchange knowledge and information about food systems and community development. Project type: organised outreach.	Mr G Helani



NAME OF FACULTY/ DIVISION	FLAGSHIP PROJECT	DESCRIPTION OF THE PROJECT	CE COORDINATOR
Academic Development and Support	Krugersdorp Correctional Services	The project aims to provide academic study skills to the Krugersdorp Correctional Services inmates registered for various educational programmes. Project type: service learning.	Dr V Damons

CONCLUSION

2022 carried lessons for the Community Engagement Unit, especially after the two years of the COVID-19 pandemic. In 2021, we reported about the effects of COVID-19 on our programmes and we saw a decline in the number of student volunteers compared to the previous years. In 2022, with the lessons we have learned, such as the use of technology in recruiting volunteers, we were happy to see our numbers climb again to 15 108. We are well on our way to where we were before the COVID-19 pandemic in 2018, when we recruited 18 457 student volunteers. This has prompted the MEC to increase our 2023 student volunteer targets to 18 000.

Although COVID-19 restrictions came with challenges, these also brought lessons that would inform the nature of community engagement with internal and external stakeholders. The UJ CE Unit had to come up with creative ways of how to deliver CE projects in the middle of a disaster, such as the use of technology in implementing community engagement activities. Other challenges that were experienced beyond the pandemic, were presented as opportunities to improve community engagement work at UJ, such as having a better understanding of the risk mitigation interventions associated with volunteer work, limited participation in community engagement by staff members, and how to work with limited resources.

Going into 2023, the CE Unit will seize the opportunity to tighten the rules governing volunteer work, such as indemnity and declaration. The CE Unit has also introduced an online recruitment drive to target not only student volunteers but also staff members. This will subsequently create more awareness with UJ staff members about the importance of participating in community engagement. In an era of many higher education institutions facing great economic pressure, funding for community engagement activities has been limited. As such, UJ CE is embarking on a fundraising drive to supplement funding for some of the CE institutional programmes and projects. CE will continue to form more partnerships to support the implementation of the CE 2023 strategy.



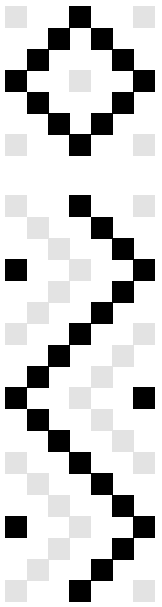
Nolitha Vukuza (Dr)

Senior Executive Director:
University Relations, Student Affairs and Sport





Section TWELVE



University and Stakeholder Relations

OVERVIEW

With the gradual waning of the COVID-19 pandemic, interventions in 2022 once again focused primarily on showcasing UJ's leading role in the 4IR and associated initiatives, both across the institution and among a broad group of stakeholders. Developing and maintaining relationships with significant stakeholder groups are key for the University of Johannesburg to achieve its Strategic Plan 2025.

Stakeholder engagement influences UJ's reputation both nationally and internationally. The stakeholder groups include staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses.

This report will highlight how UJ successfully engaged stakeholders during 2021, focusing particularly on non-academic stakeholder engagement, most of which is managed through the Division of University Relations, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

THE DIVISION OF UNIVERSITY RELATIONS

The purpose and the drive of the Division of University Relations are to ensure active stakeholder engagement to advance the profile and reputation of the University. This drive has a broad scope and is accomplished by integrating the functions of the various operating units of University Relations:

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

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

Strategic Communications

In 2022, the University maintained its position as one of the top three major South African universities, with a strong media presence on national and international issues. Most of the stories in UJ's media presence had a positive message, which helped elevate the University's reputation nationally and beyond.

An effective and proactive communication strategy, which included pitching stories to the media on topical issues, as well as a greater contribution of thought leadership articles, expert commentary, and UJ research, resulted in increased visibility and publicity for the University. All of this contributed to the University's continued upward trajectory in media presence, according to two independent media monitoring agencies,



Professional Evaluation and Research (PEAR) and Meltwater. Below is UJ's performance in the media for the period under review:

- 515 UJ experts active in giving expert commentary in national media.
- 192 appeared in global media.
- 10 101 total media clippings generated.
- 307 opinion articles penned (87 article with links to 4IR and COVID-19).
- Over 50 research and innovation stories featured and amplified on radio and TV stations.

The positive media coverage was also maintained at the height of COVID-19, during the period of the University's mandatory vaccination policy and while undergoing several changes in its top leadership. This was all thanks to a proactive and effective communication strategy that ensured that the University community were the first ones to know about these developments.

On 18 August 2022, the Unit also hosted UJ's 2021 Stakeholder Report Launch (https://www.uj.ac.za/wp-content/uploads/2022/08/uj-annual-stakeholder-report-2021_interactive.pdf), reflecting on the performance and challenges of the previous academic year (2021). This included guest speaker, Mr Peter Armitage, founder and CEO of Anchor Capital, sharing his insights on the topic of the event, 'Leading in the face of global and national socioeconomic challenges: Instruments for local solutions.'

Also in 2022, both the student newsletter, The Voice, and a student video profiling an outstanding FADA visual artist (<https://www.youtube.com/watch?v=dkD9OPghnO4&t=48s>) received awards at the annual MACE (Marketing, Advancement and Communication in Education) Excellence Awards. These awards recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, as well as in advancement and communication in the higher education sector.

The Strategic Communications Unit, in collaboration with Marketing and Brand, UJFM, the Department of Communication and Media, and ICS, also successfully developed a business plan for the introduction of UJTV (the University's campus television station), which has since been approved by management and is due to be rolled out in the first quarter of 2023.

Marketing and Brand Management

The Marketing and Brand Management Unit has been working on a strategic marketing project to position UJ as the thought leader in 4IR for the last four years and entered the campaign into the African and international chapters of the International Association for Business Communicators (IABC) competitions. The campaign has won several prestigious international awards:

- IABC International Gold Quill Excellence Award for the '4IR Website'.
- IABC Africa Silver Quill Excellence Award for our 'The future belongs to those who reimagine it' campaign.
- IABC International Gold Quill Merit Award for the 'Beyond Imagining' e-zine series.
- This campaign also won a Circle of Excellence CASE Grand Gold Award.

Further building on the strategy to promote UJ as the thought leader in 4IR, the *Beyond Imagining* e-zine series for 2022 focused on the virtual self, unpacking issues relevant to individuals in the fast-paced 4IR era we find ourselves in. The three editions looked at equipping, protecting, and promoting your virtual self.

All marketing campaign content is available on the uj.ac.za/4IR website. It was promoted throughout the year through a multi-channel media campaign, which included radio, television, out-of-home (billboards and street pole posters), and social and digital media on a national, African, and international scale.

In 2022, the campaign reached 217 million people thanks to our reintroduction of the outdoor elements. In total, since its launch in 2018, the 4IR campaign has reached over 735 million people. The campaign has also seen awareness levels increasing by 7% with 51% of respondents now seeing UJ as a leader in 4IR. The research has shown that UJ has a strong 4IR positioning, and is seen as innovative, futuristic, and a trendsetter.

A new-format Cloudebate™ was launched in 2022. High quality, pre-produced magazine-style programmes unpacked the theme for the year in line with UJ's strategic focus on climate change issues – '4IR creating a climate for change'. Three Cloudebates were hosted in 2022 and included guests from South Africa and abroad.



A new mobile brand shop was introduced on all campuses in February and March 2022 and proved a huge success with staff and students. A food-style trailer has been converted into a mobile shop, which takes UJ branded merchandise directly to internal stakeholders. First-year brand packs were also handed out to first-year students at the first round of shops.

Social Media Management

From 1 January to 31 December 2022, UJ received a total of 241 500 mentions, with a reach of 2 168 917 612, giving it the highest Share of Voice (26%) among its main university competitors. During this time, the total advertising value equivalent (AVE) generated was R216 891 761.

Facebook was UJ's strongest social media platform, achieving the highest engagement of 2 million. Additionally, Facebook received the most shares among all the social platforms with 13k shares.

Twitter had an engagement of 235k while receiving 5.4k retweets and 1.3k replies. LinkedIn garnered a total engagement of 242k. This is a 31,7% increase in total engagement when compared to 2021.

Table 51: Growth on UJ social media platforms

	End 2021	End 2022	Growth
Facebook	576 775	628 779	+52 004
LinkedIn	301 274	337 540	+36 266
Twitter	70 907	83 137	+12 230
Instagram	37 300	45 800	+ 8 500

Student Marketing

The student marketing function is critical to the University's marketing strategy because it raises awareness of the various qualifications offered by UJ among high school students. On this front, the *Imagine THAT* campaign continued to share the UJ 4IR message with our potential student market.

Orange Carpet applications increased from 3 973 in 2021 to 4 732 in 2022. This is a long-running campaign to attract top achievers to UJ by offering them a range of rewards. A highlight on the Student Marketing calendar is always the Grade 12 Top Achievers function, where these high-performing applicants are encouraged to register at UJ. This took place in September 2022 and was well attended with good feedback, particularly from parents.

A number of activities were planned in 2022, but due to ongoing COVID-19 restrictions, specific contact campaigns had to be cancelled while others were successfully converted into virtual interactions.

Events Management

With the relaxation of public gathering restrictions imposed as a result of the COVID19 pandemic, the University hosted in-person events and graduation ceremonies in 2022. The Autumn and Winter ceremonies were moved from the APK Auditorium to the SWC Imbizo Arena to accommodate adequate social distancing protocols while still graduating reasonable numbers of graduates. The SWC Imbizo Arena accommodated a maximum of 350 candidates per ceremony with three guests each from undergraduate to master's level and five guests each for doctoral candidates.

The Autumn and Winter 2022 series of graduations took place over a six-week period. A total of 45 graduation ceremonies were held for the combined Autumn and Winter ceremonies. A total of 12 235 students graduated.

In addition to the 2022 graduation ceremonies, UJ also accommodated graduates who had not had the opportunity to attend a ceremony due to the national lockdowns in 2020 and 2021. These graduates were given the opportunity to attend a stage crossing ceremony. The stage crossing ceremonies also took place in the SWC Imbizo over a six-week period. A total of 42 ceremonies were held between 18 July 2022 and 31 August 2022.



The Summer 2022 series of graduations returned to the APK Auditorium and took place over a two-week period. A total of six graduation ceremonies were held between 12 October 2022 and 19 October 2022. A total of 1 041 students graduated. A total of 48 events and 94 graduation ceremonies were executed during 2022.

UJ Graphic Design Studio

The UJ Graphic Design Studio successfully completed 1 027 projects comprising 10 114 designed pages in 2022. There was a significant increase compared to 2021. The Graphic Design Studio, together with its clients, won two awards during the year under review:

- MACE Excellence Award – The Alumni Magazine (*Impumelelo*) won GOLD – MACE Division 1: Campaigns, Category 8: Alumni Campaigns.
- SA Publication Forum Awards – The Financial Governance and Revenue Magazine (*Intuthuko*) was a finalist and was awarded a Certificate of Merit.

UJFM

During 2022, UJFM made a significant contribution towards broadcasting stories of UJ's achievements and accomplishments, showcasing the positive impact that the University has made in various fields such as research, innovation, and community engagement.

A total of 20 faculties and support departments, along with six UJ flagship institutes, were afforded radio slots. UJFM allocated airtime worth R150k to internal campaigns monthly.

UJFM made it to the finals in five categories at the 2022 South African Radio Awards, and also made it to the finals in the Station of the Year Category.

In 2022, UJFM's digital presence increased by 10%. Currently, Instagram has 4 289 followers, Twitter 24 100 followers, and Facebook 16 500 active followers. The listenership base has grown from 38 000 in 2021 to 39 617 (with 11 000 terrestrial listeners) in 2022.

UJFM, in collaboration with the MICT SETA, has given six students the opportunity to participate in the AMG Training Academy as part of ongoing efforts to upskill students and develop young broadcasters. In addition, as many as 2 850 UJ students came to the 2022 UJFM auditions. Out of this number, 50 students were chosen for broadcast training. These students are enrolled in the UJFM programme as part of a new strategic focus on capacity development and talent development.

Community Engagement

Community engagement is one of the key strategic goals adopted by the UJ as part of a broader principle and goal of an engaged university. UJ implements community engagement through three main pillars: service learning, community-based research, and organised outreach. In 2022, UJ CE implemented strategic initiatives through institutional projects, and facilitated collaborations with internal and external partners, and recorded 191 community engagement projects implemented by faculties and divisions according to the following pillars.

- Service learning – 45 projects.
- Community-based research – 20 projects.
- Organised outreach – 126 projects.

This report provides an overview of UJ's community engagement initiatives implemented in 2022. These initiatives were carried out as institutional projects and programmes facilitated by the Community Engagement Unit, as well as projects carried out by academic faculties and support divisions.

Strategic initiatives: 2022 achievements

The Community Engagement Unit implemented the following projects, programmes, and events for 2022:

Student Volunteer Programme

The student volunteer programme is an institutional flagship programme that focuses on recruiting students to volunteer in the communities that UJ works with. For 2022, the programme recruited 15 108 volunteers, which exceeded the target of 12 000.



CEyafunda training and development programme

Through the CEyafunda project, the CE Unit implemented educational programmes in schools, NGOs and NPOs. The project focuses on tutoring and mentorship of learners in Science, Technology, Engineering and Mathematics (STEM) and literacy.

In collaboration with UJ staff, students and external stakeholders, the CE Unit hosted over six institutional events for 2022. The Unit also hosted the following forums and events.

Community-based organisations (CBO) engagement forums

These forums are intended to discuss the organisations' partnerships with UJ, such as volunteer placement and collaboration on community programmes and projects. The forums also provide an opportunity for CBOs to network with one another, share resource information, and discuss solutions to problems in the NGO sector.

Community engagement annual showcase seminar

This initiative encourages and motivates students to participate in community development, serve their communities, and emphasise commitment to the common good.

Imbizo Awards

Annually, the CE Unit hosts the Imbizo Awards to recognise the top 100 students who participated and excelled in sustainable community engagement projects.

2022 UJ Community Engagement Service Excellence Awards

On 18 November 2022, the CE Unit hosted the Community Engagement Service Excellence Awards (CESEA) to honour and celebrate faculties and divisions for community engagement work that they do.

The full report on Community Engagement is to be found in Section Eleven of this report.

CONTRIBUTIONS BY OTHER DIVISIONS AND UNITS

Alumni Office

The Alumni Office's primary focus is to facilitate and maintain effective contact with its worldwide alumni community to keep them informed of University activities. The involvement of alumni is crucial to the University's sustainability and growth and provides essential ties between the past and the present. The alumni network helps serve alumni needs and encourages their involvement and support in promoting the brand and stature of the University. Regular communication on UJ activities or events is shared with 118 000 active email subscribers from almost 230 000 alumni worldwide (from UJ and founding institutions). Because of these efforts, many alumni have updated their communication details and opted in for regular communication campaigns from UJ.

The UJ alumni magazine plays a vital role in our UJ alumni relations. In 2022, our alumni magazine, *Impumemelo*, won the annual MACE Award in the category of Alumni Campaigns. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher education sector.

The number of alumni registered on the Alumni Connect platform has exceeded 10 500. The Alumni Connect system is an online platform to facilitate alumni engagement and mentoring opportunities for recent graduates by fellow alumni. The system also enables affinity groups and chapters to reconnect with classmates (locally and abroad), receive news and event updates, and receive ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks. It enables graduates to expand their networks and grow a culture of giving back to their alma mater through mentoring assistance.

The Alumni Office extensively used social media channels and virtual experiences to bring our alumni community together after the global pandemic. Many in-person events were successfully offered as hybrid webinars or interactive virtual events. The Alumni Office continued collaborating with internal and external



stakeholders to host events. The objective was to launch as many affinity groups and chapters as possible and to create awareness of the different platforms, opportunities, and benefits of being actively involved with UJ. This also provided a networking platform for alumni within their respective industries.

In 2022, the Alumni Office launched more than ten chapters or affinity groups. Among them were the first chapter in Africa (Zimbabwean Alumni Chapter). The Alumni Office also held a celebratory event for all UJ alumni who made the prestigious Mail and Guardian Top 200 Young South Africans list. The Chair of Council, Mr Mike Teke, delivered the keynote address outlining the importance of education and overcoming business challenges.

Other institutional stakeholders

Student Affairs

Student Affairs plays a crucial role in building and maintaining sound relationships with our student body, and their efforts continue each year, adjusted to the changing student body. UJ Arts and Culture and UJ Sport have also contributed substantially to building relationships with a wide range of stakeholders, both on- and off-campus, in 2020. For further detail, see the reports of these three entities in Section Thirteen of the Annual Report.

Division for Internationalisation

The Division for Internationalisation plays a pivotal role in enhancing UJ's scholarly engagement and impact on national, regional, and continental transformation agendas, as well as in positioning the University on the global higher education landscape. The Division's full report is found in Section Nine of this Annual Report.

Facilities Management and Protection Services

Sound relationships with communities on the several UJ campuses are also important, and the Facilities Management and Protection Services Divisions ensure that relationships remain strong through ongoing liaison, which is important to the sound operation of our campuses and the safety and security of our students. Further detail is to be found in Section Fifteen of this Annual Report.

Fundraising and Development

The contribution of the Fundraising and Development Unit to stakeholder relations is to be found in Section Sixteen (under Revenue Administration) of this Annual Report.

CONCLUSION AND WAY FORWARD

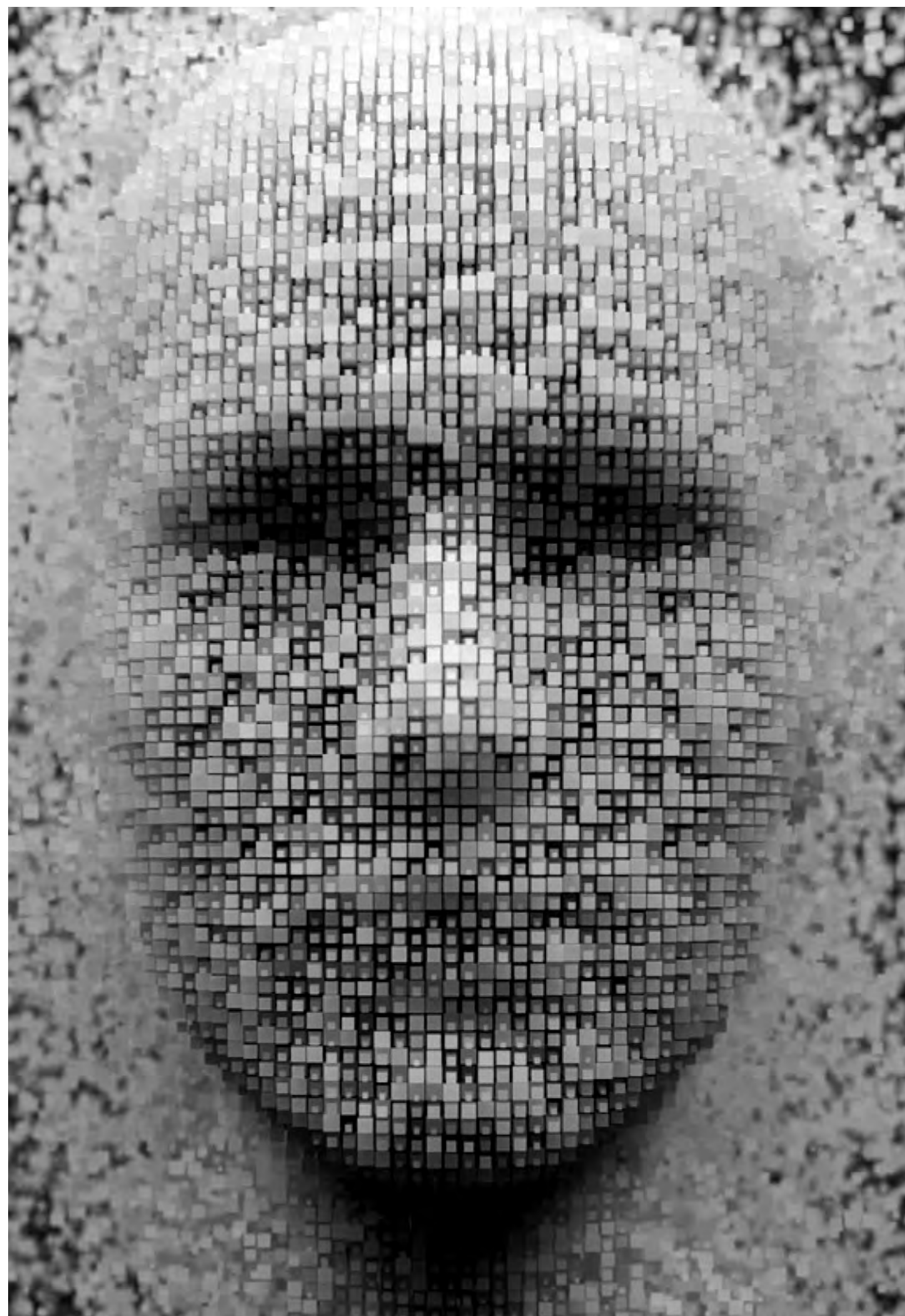
Guided by UJ's strategic objectives for 2025, the various functions that constitute University Relations remain focused on promoting and protecting the reputation of the UJ Brand. In 2023, all areas within University Relations will continue to engage stakeholders promptly and regularly with a unified voice to the benefit of UJ and the communities it works with.



Nolitha Vukuza (Dr)

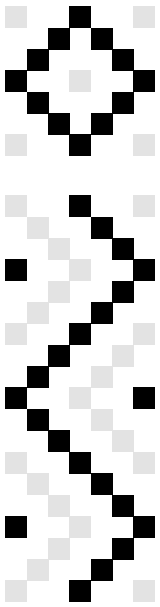
Senior Executive Director:
University Relations, Student Affairs and Sport





Section THIRTEEN





Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Student Affairs, Sport, and Arts and Culture. Both Student Affairs and Sport are headed by Senior Directors; and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

Lethlokwa Mpedi (Prof)

Vice-Chancellor and Principal



Student Affairs

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

In 2022, Student Affairs prioritised student wellness as well as the provision of suitable accommodation for students, stability in student relations, well-organised student life, transformative student culture and development of student leaders as the pillars for the strategic objective of an enriching student-friendly learning and living experience. Despite the indication that the COVID-19 infection rate was going down, Student Affairs continued enforcing the University measures to reduce or stop further infections. These measures included the continued reservation of 20 rooms of Streatley residence on the Auckland Park Kingsway Campus for isolation, and adherence to the residence rules informed by COVID-19 regulations.

While in some instances students and employees of the University met in person, most meetings were still conducted online or virtually. This was in order to eliminate the chance of further infections. In conjunction with other internal support stakeholders and the academic faculties, the Division advocated and promoted student safety and security. The Student Representative Council (SRC) and house committees played a very big role in ensuring that students maximised the available means and resources in pursuit of teaching and learning.

In 2022, Student Affairs comprised two subdivisions, namely Student Accommodation and Residence Life (SARL), and Student Life and Governance (SLG), and two units called Student Ethics and Discipline (SED), and Privately Owned Student Accommodation (POSA). The primary function of SARL was to provide suitable student accommodation in both residences and privately owned student accommodation, while also providing a platform for well organised student life programmes. The provision of student accommodation entails the following components: admission and placement of students in residences; student life in residence; residence operations; and accreditation of privately owned student accommodation. Vacation accommodation could not be utilised, as the University wanted to establish efficient corporate governance and management of vacation accommodation and its processes. However, students undertaking academic and/or research work could remain in residence during the December holidays. International students who could not travel to their respective homes also remained in residence.

With its responsibility of providing opportunities for a preferred student experience, Student Life and Governance (SLG) coordinated student development activities. Administrative support was provided to student structures, such as the Student Representative Council (SRC), student societies, and house committees, as well as to general student development programmes. SLG was also responsible for order and discipline,



in conjunction with Student Ethics and Discipline (SED), which dealt with disciplinary enquiries, including investigations, disciplinary hearings, and alternative dispute resolution measures, such as discipline through dialogue, and conflict resolution and reparation. The functions of the University and Student Liaison Unit were incorporated into Student Life and Governance, as the former head had left Student Affairs for another role.

With the goal of providing support to each student of the University, Student Affairs ensured that a wide range of aspects of student wellness, including student hunger, basic needs like sanitary towels and hygiene packs, psychosocial support, safety and security, risky student behaviour and student governance, were attended to in response to the challenging and changing needs of student communities. Several programmes promoting student ethics were initiated and undertaken by Student Affairs in partnership with both internal and external stakeholders.

Governance of Student Affairs

The Senior Executive Director: University Relations, Student Affairs and UJ Sport provided strategic and executive leadership and oversight to Student Affairs and supported the Division in working on realignment of its purpose to its functional structure. The Senior Director: Student Affairs provided the day-to-day leadership in terms of developing strategic and operational plans for the year and operationalising the strategic decisions of the University. In turn, the Director: Student Accommodation and Residence Life, and the Heads in Student Life and Governance, Student Ethics and Discipline, and Privately Owned Student Accommodation reported to the Senior Director: Student Affairs. The Head of Residence Operations reported to the Director: Student Accommodation and Residence Life. Student Affairs continued with the established Student Affairs Management Team (SAMT), drawing together the Senior Director: Student Affairs, the Director: SARL and the five heads of functions. The SAMT continued to function optimally and enhanced the Division's level of responsiveness to student needs, both virtually and in contact.

Student Affairs provided administrative and managerial support to several student governance structures. These were the Central Student Representative Council (CSRC) and the four campus SRCs (all together constituting the UJSRC of 2022). The 16-member CSRC consisted of eight elected members plus the chairpersons and secretaries of the campus SRCs. Each campus SRC had 10 members, which brought the total number of the SRC members to 48. In addition, the house committees, student societies and various student committee structures benefited from the administrative and managerial support by Student Affairs.

In the residences, the House Committee Primaria Council, made up of the chairpersons of all UJ residence house committees and day house committees – one for each of the 28 residences and seven day houses – formed the core of the student governance structures. Several consultative subcommittees were in place to provide support to the house committees. These consisted of mentors and the residence academic advisors who facilitated the residence academic programme. In addition, the Residence Monitoring Committee, comprising house committee members, house wardens, the Head of Residence Operations, the Head of Student Life and the Director of Student Accommodation and Residence Life, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence induction programme during the first three months of the 2022 academic year and reported on activities in residences that were not in line with the UJ values.

Student Ethics and Discipline constituted the Student Disciplinary Committees, which dealt with most of the reported disciplinary cases. The Student Disciplinary Committees were constituted with chairpersons, assessors, SRC representatives and officials from Student Ethics and Discipline who acted as presenters and administrators during the student disciplinary hearings. The appointed chairpersons were external legal experts. Student Affairs submitted quarterly reports on student disciplinary processes to Senate and Council.

The management of Student Affairs held monthly meetings with the UJSRC and house committees, as well as quarterly meetings with leaders of student societies, in order to ensure good governance and quality management. However, in relation to projects like academic registration, the frequency of the meetings with the UJSRC was weekly.

The structures of governance mentioned above and the functions and operations of Student Affairs were directed by several policies, such as the SRC Constitution, the Electoral Policy, Societies Policy, Policy on Privately Owned Student Accommodation, Student Regulations, and Regulations for Student Discipline.



Risk management

Student Affairs had to ensure that the identified risks did not hinder the work of Student Affairs and/or the University, the main risk being that of a disruptive student protest. The following risks were mitigated through the interventions put in place:

- Student stability and relations – According to the survey conducted by the University, the satisfaction level of students was 80%. There were 11 student protests, which Student Affairs managed successfully with the cooperation of Protection Services and Student Finance. Student Affairs continued engaging student leaders and formations on issues of potential dispute, such as mandatory vaccination, SRC elections, disciplinary enquiries, and tuition and residence fee increases for the following year.
- Maintenance of a strict approach in integrating students back into campus life without compromising their health – Students still had to comply with the measures put in place to prevent the spread of Coronavirus infections.
- Safety and security of students – With some hard and painful experiences encountered, including sexual harassment and untimely student deaths, Student Affairs collaborated with Protection Services and the local police stations. In partnership with PsyCaD, Student Affairs provided counselling and support opportunities to the affected students. In cases of death of students, the counselling and support was extended to the families of the deceased students. We recorded 11 student deaths in 2022.
- Credibility of the accreditation process and operations of POSAs – The University reviewed the accreditation process to put in place measures to ensure credibility of the process and to elevate the level of governance requirements.
- Inconsistent supply of electricity and water – Student Affairs had to provide meals to students in residences that did not have water and electricity. Furthermore, alternative accommodation was arranged for students whose residences had no electricity and water for a long period.

STRATEGIC FOCUS AND TARGETS

Student Affairs provided support to the six strategic objectives of the University primarily through Strategic Objective Four: An enriching student-friendly learning and living experience.

Strategic Objective One: Excellence in research and innovation

Student Affairs provided excellent accommodation for postgraduate students, which offered the space and resources conducive to creating excellence in research and innovation. In 2022, most of the postgraduate students, including a few undergraduate students with clinical or community-based work requirements, opted to remain in residence during the vacation periods of the University.

Strategic Objective Two: Excellence in teaching and learning

In 2022, UJ had the capacity to accommodate 40 639 of the enrolled students on- and off-campus. Privately owned student accommodation accounted for 82% (33 451) of the available accommodation. On-campus residences (7 188 beds) had an occupancy rate of 89% (6 406).

The reviewed Policy on Admission and Placement of Students in Residences contributed to student success as it also prioritised vulnerable students (females, students with disabilities, international students and first-year students).

Table 52: Key student accommodation statistics

CATEGORY	NUMBERS	
On-campus accommodation	Total number of beds available in on-campus residences	7 188 (excluding 286 beds of Robin Crest and 20 beds of Streatley residence, which were decommissioned for renovations and isolations, respectively)
	Total number of beds occupied	6 406 beds
Privately owned student accommodation	Total number of beds available in POSA	33 451 beds



The University continued with the strict application and implementation of the UJ standards and the minimum norms and standards of the Department of Higher Education and Training for student accommodation, in both residences and privately owned student accommodation.

Strategic Objective Three: An international profile for global excellence and stature

Student Affairs continued to contribute to Strategic Objective Three in terms of promoting the participation of international students in the activities of Student Affairs, by ensuring a supportive environment for an enriching student experience. A total of 20% of residence accommodation was reserved for international students. This is prescribed by the Policy on Admission and Placement of Students in Residences.

Strategic Objective Four: Enriching student-friendly learning and living experience

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were conducted both online and in person. The University promoted the Student Charter and qualities of a UJ graduate in order to enhance responsible and ethical behaviour and conduct.

Living and learning communities

Despite the challenges imposed by inconsistent supply of electricity and water, Student Affairs promoted its activities through the five-pillar model (comprising the academic, leadership, community engagement, sport and social pillars; academic excellence cuts across all the elements of the five-pillar model).

Living and learning communities in the UJ residences were supported through the Residence Academic Advising Programme. About 200 senior students were identified to help junior students, particularly first-year students in residences, with their academic work. The intervention contributed to the sound academic performance of residence students.

Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students (at UJ known as the First Year Seminar). Through Student Ethics and Discipline, and Student Life and Governance, Student Affairs impressed on the first-year students the rules and regulations with which they had to comply, as well as tips for success on campus. These tips, rules and regulations were also uploaded onto the Student Portal (uLink).

During the First Year Seminar programme, Student Affairs made several presentations and conducted workshops for faculties, addressing the UJ Student Regulations for Student Discipline and the expected UJ undergraduate attributes.

Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, Centre for Student Health and Wellness, PsyCaD and Protection Services, coordinated several extracurricular activities and programmes on topics of safety and security and the prevention of risky student behaviour (RSB). The identified pillars of Student Wellness were applied in pursuit of mental and physical health, student welfare, emotional stability, and safety and security of students. The pillars were supported by the approved Charter for Student Wellness. The student wellness pillars were healthy campus management, physical activity and sport, nutrition, diseases prevention, mental and social health, prevention of risky student behaviour, environment, sustainability, and social responsibility.

The number of recognised student societies (which were mainly academic, political, religious and social in nature) stood at 121 across all campuses. Registered members of the societies were 18 745 students.

Student leadership development and support

Student Affairs, in partnership with other stakeholders, facilitated a number of leadership and development opportunities for student leaders. The student leaders involved ranged from the elected



positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations.

The development opportunities available to student leaders were as follows:

- The induction of the 2022 house committees.
- The induction programme for the Student Representative Council.
- The induction programme for the executive committee members of student organisations.
- About 50 student leaders, including members of the SRC and house committees, enrolled for the UJ Young Leaders Development Programme facilitated by the Transformation Unit, the College of Business and Economics, and Student Affairs.

Student Affairs staff members continued to provide one-on-one coaching to a number of students. Members of the SRC were provided with guidance and advice on challenges in their respective academic and leadership roles, and with fee discussions. The SRC was assisted in writing reports for the University Council.

Academic integrity campaigns during examinations

Academic integrity campaigns were conducted, aimed at combating dishonesty during tests and the examination periods in May/June and October/November. In addition to the conventional approach to the campaigns through banners and media, the emphasis on uLink and UJFM was on messages of academic honesty and integrity. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations.

With the intention of improving the disciplinary process, Student Affairs had several discussions with the representatives of the faculties and the College of Business and Economics about the process and its findings, including how the hearings were conducted. This was to ensure that consequence management protects both the reputation of the qualifications of the University and developmental aspects for the students.

Ethical and responsible student behaviour

With the programmes aimed at combating risky student behaviour being coordinated, in partnership with the Transformation Unit, Student Affairs supported all the initiatives, including those on transformation. Student Affairs further collaborated with the Centre for Student Health and Wellness, Protection Services and PsyCaD in dealing with matters of risky student behaviour.

Student Affairs provided support to the Student Committee for Students with Disabilities on the coordination of support for students with disabilities, particularly for those students in residences, and for the establishment of the Students with Disabilities Council. The support also included assisting the Office for Students with Disabilities with their administrative and managerial responsibilities and preparation for institutional meetings. Major areas advocated for by the Office were transport for students with disabilities and paths for blind students and those on wheelchairs.

Student discipline

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. A total of 483 cases were dealt with in 2022. Of these, 408 cases were of academic transgressions, categorised either as plagiarism or as providing and/or receiving unauthorised assistance during assessments. A total of 12 cases were in relation to violations of the University measures to enhance compliance with the COVID-19 regulations, while 63 cases were of other transgressions. The academic cases were dealt with in close collaboration with the faculties and the college.

Student welfare and support

Student Affairs, in partnership with the School of Tourism and Hospitality, coordinated the provision of meal packs to students who had been identified as not being able to afford daily meals. There were 3 047 students benefitting from this Student Meal Assistance Programme. In addition, Student Affairs, in partnership with Tiger Brands, provided monthly meal packs to a further 500 identified students. In partnership with some of the privately owned student accommodation owners, Student Affairs was able to provide free student accommodation (15 beds) to students who could not afford accommodation. This intervention was intended



as temporary assistance to the identified students until they were able to secure accommodation for themselves. Student Affairs assisted qualifying students with disabilities with caregivers and had a system of managing student incidents to provide support to the affected. The incidents ranged from attempted suicides to natural and unnatural deaths of students. Student Affairs provided support to the affected students and their friends on campus and to families of the students, where necessary. Most of the incidents were resolved in collaboration with Protection Services, the Centre for Student Health and Wellness, and PsyCaD.

Cultural activities

Several student organisations, assisted by Student Affairs, organised student cultural activities, such as the traditional First Years' Concert, Residence Song Battle and Sing-It-Out competitions.

Student governance

The elections for the 2023 SRC, which for the third time at UJ were electronic elections, took place from 5 to 6 October 2022. The elected SRC was scheduled to start its term of office from 1 January 2023, and the 2022 SRC remained in office until 31 December 2022. The elections for the leadership of other student organisations, such as house committees, were conducted in October/November 2022 under the leadership and coordination of Student Affairs. The voter turnout of SRC improved by 2% from 19% to 21%.

Strategic Objective Five: National and global reputation management

Plans to promote the participation of student leaders in activities to enhance the good reputation of the University were only possible nationally; international activities were affected due to limited movement.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Student organisations and house committees mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools.

Stakeholder engagement

Internal partnerships

Student Affairs continued to partner with the University Relations, UJ Sport, UJ Arts and Culture, the Division for Internationalisation, Occupational Health and Safety, Facilities Management, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), and the Centre for Student Health and Wellness. Partnerships with the School of Tourism and Hospitality and Tiger Brands ensured that the deserving students were provided with meals.

External partnerships

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, surrounding Johannesburg communities, such as Auckland Park, Rossmore, Melville and Brixton, the South African Police Services (SAPS) and the various accredited buildings in the privately owned student accommodation. These partnerships focused mainly on the privately owned student accommodation, as well as on ensuring that UJ students were safe and secure in and around the campuses.

CHALLENGES

Student Affairs faced the following challenges in 2022:

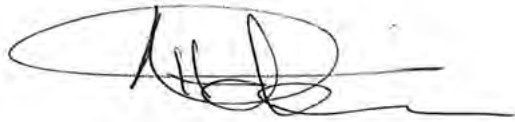
- Postponement of several programmes as the emphasis was on reintegrating students on campus once the lockdowns were removed.
- Student incidents involving robbery, accidents and student deaths.
- Student distress remained a big challenge.
- The rise in academic dishonesty cases among students.
- Inconsistent supply of electricity and water.



CONCLUSION AND WAY FORWARD

Student Affairs, in its application of the technological voting system and through conducting online meetings, improved performance levels. Student Affairs continued to explore opportunities to enhance a positive student experience. The following remain relevant to and centred on the strategic objective of an enriching student-friendly learning and living experience, and are priorities for Student Affairs:

- Provision of suitable student accommodation.
- Student stability and relations.
- Vibrancy of organised student life.
- Leadership development.
- Student wellness.
- Transformative student culture.



Godfrey Helani (Mr)

Senior Director: Student Affairs



Arts and Culture



Participation in arts and culture offers students an opportunity to explore their creativity and self-expression, it fosters a sense of community, assists with stress management, and often requires students to work in groups, developing transferable skills, such as collaboration and communication skills. Additionally, arts and culture expose students to new experiences, cultures, and perspectives, which they may not encounter in their academic coursework, and through this broaden their horizons. This can help students develop a more well-rounded perspective and become more open-minded individuals. An extramural arts and culture programme has the potential to provide students with valuable opportunities for personal and intellectual growth and to enhance the overall student experience.

AN ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

Of the 1 484 students who have registered and auditioned for the UJ Arts Academy and UJ Choir in 2022, 749 participated in activities and programmes. Of this number, 291 students qualified for cultural bursaries at the end of the year, which are dependent on strict attendance and participation criteria. This figure is a decrease of 8,7% from 2021. This decrease can be attributed to the shift from mostly online offerings in the year before due to the COVID-19 pandemic, to face-to-face activities in 2022.

The Unit's extracurricular programme, offered to students from across the institution at no cost, included UJ Choir, drama, dance, photography, and poetry classes and workshops, poetry slam competitions and excursions, and a dance production, titled 'The Marathon', developed by internationally renowned professional dance company, Broken Borders. Arts Academy activities culminated in a weeklong year-end showcase attended by family, friends, and the public. Additionally, an extensive arts appreciation programme was offered, comprising film screenings, a comedy show, theatre productions and music concerts, exhibition openings, and several workshops and panel discussions.

In total, 233 students auditioned for UJ Choir; 63 of these were selected after a rigorous process conducted over three development camps during the first quarter of 2022. In addition to more than 10 performances at graduation ceremonies, UJ Choir presented 14 concerts attended by more than 5 000 audience members. Highlights of the year include performing at the inauguration of UJ's new Chancellor, Dr Phumzile Mlambo-Ngcuka, at the VC's farewell, the Kaleidoscope with North-West University and the University of Pretoria, as well as a concert with Missouri State University Chorale.



A total of 25 students embarked on a yearlong dance programme run by multiple award-winning professional choreographers, Fana Tshabalala and Thulani Chauke from Broken Borders. This culminated in a full-scale production, titled 'The Marathon', which was performed, and sold out, at the 2022 Arts Academy Showcase at the end of the year.

The Arts Academy Photography Club afforded 22 students an opportunity to experiment with and develop photography skills through a masterclass presented by multimedia specialist from the digital arts and advertising industry, Zuko Ntshidi. Students were challenged to create content through ongoing practical assignments linked to the UJ Transformation Unit's gender-based violence and the Division of Arts and Culture's Youth Month campaigns. Selected photographs were exhibited virtually as part of the annual Arts Academy Showcase.

One of Arts and Culture's most popular Arts Academy offerings is its poetry programme, which attracted the involvement of 75 students, and which was presented by well-known industry wordsmith and editor, Richard 'Quaz' Roodt. The programme took on the form of weekly classes, workshops, monthly slams, six performances, and an excursion to the Poetry Africa Festival in Durban.

Weekly drama classes were attended by 56 students and were offered by Arts and Culture's resident director, Jade Bowers, and professional drama educator, Jacquelyn Titus-Neil. The drama programme was also augmented by several workshops presented by external professionals, Hamish Neill and Jessica Oliphant, as well as performances as part of the end-of-year Arts Academy Showcase.

A series recorded by UJ Arts Academy students under direction of professional director, Nompumelelo Mtshali, with mentorship by Dr Jerry Mofokeng, included an educational segment presented by Drama and English teacher, Ashalin Singh. The project features isiZulu and English adaptations of 'R&J Unplugged', Robin Malan's adaptation of Shakespeare's 'Romeo and Juliet' and was released in 2022 on Arts and Culture's website as well as on Spotify, Apple Music, and Stitcher. The play was translated and edited by playwright Nkululeko Ndhlovu in partnership with Nomusa Sibiya at UJ's Multilingual Language Services Office.

The highlight of the UJ Arts Academy is no doubt its annual showcase, giving students an opportunity to share with family, friends, and the University community what they have been working on during the year. The 2022 iteration included two poetry productions, titled 'These Hands 1 & 2', a series of monologues performed by drama students, titled 'Growing Voices', a dance production 'The Marathon', and a virtual photography exhibition.

The Arts appreciation programme offered a group of more than 400 students free opportunities to experience and learn more about the arts. The programme included three film screenings, one comedy show, four exhibitions, three music concerts, one theatre production, two poetry shows, and several arts and culture workshops and panel discussions. Arts and Culture also partnered with the international World of Music, Arts and Dance (WOMAD) Festival. The aim of WOMAD is to celebrate the world's many forms of music, arts, and dance. In October 2022, Arts and Culture and WOMAD Festival presented interactive workshops for Arts Academy students with First Nations indigenous international artists, including ShoShona Kish and Raven Kanatkatka (Canada), Esinam (Belgium/Ghana) and Tiki Taane (New Zealand).

SUPPORTING TEACHING AND LEARNING THROUGH THE PRACTICE OF THE ARTS

The objective of the FADA Interdisciplinary Theatre Programme is to offer opportunities for creative collaboration across disciplines with the view of acquiring new skills and knowledge, which include cross-discipline development, creative and critical thinking and problem-solving skills and learning about collaborative environments and processes. The programme sees second-year students from the Faculty of Art, Design and Architecture get together in interdisciplinary groups to work on different design elements of a production produced by the Arts and Culture Unit. The Theatre 101 Lecture Series includes the development of mood boards, marketing collateral, and building props and a model of the set designed by groups. In 2022, the project was implemented for the first time since the advent of the COVID-19 pandemic. The case study was the Unit's production of the original South African musical, 'Hlakanyana', performed at the UJ Arts Centre in May.



During the year under review, Arts and Culture secured funding from the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA) for four yearlong internships that commenced in October 2022. The programme includes one internship each for copywriting, digital art, gallery assistant, and event management.

Through the MTN SA Foundation collaboration on the New Contemporaries Awards Programme, four curatorial practice mentorships were offered to students from the Faculty of Art, Design and Architecture.

Arts and Culture also contributes to job readiness by employing students on a part-time basis as part of its front-of-house team, which worked on more than 100 different events presented at the Arts Centre during the year. During 2022, the team comprised 40 students.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Desiree Smal (Prof)

Executive Dean:
Faculty of Art, Design and Architecture
(Acting)



Sport

INTRODUCTION

The 2022 university sports season was an excellent year for the majority of the UJ Sport teams, particularly with the senior women's teams winning several championships. Such success was not limited to just the sports teams; the support departments also excelled in their respective domains.

In October 2022, the senior women's rugby and football teams won the Varsity Sports 7s and Varsity Football tournaments, respectively. Prior to this championship success, the senior women's football team won the Engen Knockout Challenge and the subsequent Engen Champ of Champs. The women's 3x3-basketball team was crowned champions at the University Sport South Africa (USSA) tournament in December at the Wits University Old Mutual Hall. The men's 5x5 and 3x3 teams won two silver medals in the competition.

Although the senior men's football team played in the final of the Varsity Football tournament, they marginally missed out on defending their title, finishing in second place. The 2022 UJ Sport success was also evident when the athletics and basketball teams won gold at the Federation of Africa University Sport (FASU) University Games in Kenya in June.

For the first time in the history of UJ, the netball team reached the semi-final of the Varsity Netball tournament. The UJ senior women's netball team performed well with 13 athletes from the high-performance team competing in the Telkom Netball League.

One of our scholarship students, a gymnast in her first year of studies, Caitlin Rooskrantz, won a bronze medal at the 2022 Commonwealth Games in Birmingham, England, in August 2022. This follows her outstanding performances at the 2022 International Gymnastics Federation Artistic Gymnastics World Cup in Cairo, Egypt, where she won a gold medal.

In Athletics, student-athlete Ryan Mphahlele won a gold medal in the 1 500-meter distance, and a silver medal for South Africa at the CAA Senior African Athletics Championships in Mauritius.

With the continuous coverage of these athletes' achievements in the monthly UJ Sport newsletters, web articles and social media posts, the number of followers has increased drastically.

The Healthy Campus Programme, which seeks to promote student and staff wellness, gained momentum through meetings with various internal stakeholders and the introduction of the monthly UJ Active Friday's events. UJ's Healthy Campus Programme, whose pillars are aligned with the United Nations' Sustainable Development Goals (SDGs), has reached gold status (with 82% of the 100 listed International University Sport Federation criteria achieved). The programme seeks to integrate the various support services into one platform by addressing the following pillars:

- Healthy campus management
- Risky behaviour
- Disease prevention
- Nutrition
- Physical activity and sport



- Mental and social health
- Environment, sustainability and social responsibility

OPERATING CONTEXT

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

All the UJ Sport clubs returned to competitions under normal circumstances following the COVID-19 pandemic period that had required strict restrictions for teams and spectators. Supporters (staff, students, alumni and members of the surrounding communities) were allowed to attend matches at full capacity.

Sport Clubs

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

Priority codes/elite sport

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

Competitive codes

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

Social/mass participation

- Chess
- Indigenous games
- Martial arts

USSA Competitions

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

Varsity Sport

The Varsity Sport tournaments are the most prestigious university competitions in the country. Only institutions that finish in the top eight USSA competitions have the privilege to participate in the Varsity Sports tournaments. UJ Sport competes in all Varsity Sport and Varsity Cup (Rugby) Competitions.

International participation

Several UJ teams and student-athletes competed in various international tournaments. These included the tenth All Africa University Games at Kenyatta University from 6 to 10 June 2022. The Athletics and Basketball senior men's teams represented UJ and performed exceptionally well, finishing as African champions.

At UJ, we take pride in the student-athletes and teams who participate in international competition. This demonstrates the contribution that UJ makes to developing sport in South Africa and the international students' home countries.



Athlete Support Unit

The Athlete Support Unit is composed of the following units:

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

Sport Science Unit

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

Sport Psychology and Academic Advice Unit

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

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

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

Sport Medicine and Rehabilitation Unit

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

Gymnasiums

The Gymnasiums operate as a financially self-sustainable entity and provide a consistent product and service offering on all four UJ campuses. The goal of the gymnasiums is to enable as many people as possible, from our student population to all staff and alumni, to live a healthier lifestyle through exercise and thus actively contribute to the University's goal of a healthy campus.

SUPPORT SERVICES

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

HUMAN RESOURCES

UJ Sport has 27 permanent staff members and five fixed-term contracts, with 108 staff members who are temporary appointees. Of the permanent staff members, 80% are from the designated groups.

CONCLUSION

UJ Sport will continue to seek opportunities for growth and expansion of its student and staff programmes. The advent of virtual sports and esports has widened the horizons of the sports community, allowing students to compete globally while being in various regions. The Division will continue to build on the success of 2022 to guarantee that the top athletes in the nation are attracted to the UJ Brand while expanding collaborations within the institution and internationally.

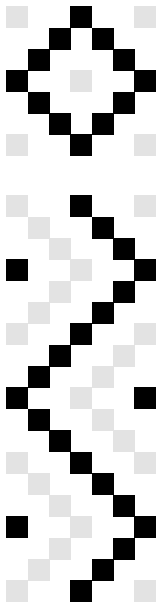


Nomsa Mahlangu (Ms)
Senior Director: Sport



Section FOURTEEN





Management and Administration: Human Resources

OVERVIEW

During 2022, the Human Resources (HR) Division's journey of change continued. It saw the notable change of name to Human Capital Management (HCM). This change was initiated through the organisational design and review project and approved by MEC and Council.

As an HCM community, we embraced the changes and adopted new ways of doing things, thus ensuring business continuity as well as providing support and platforms for staff to engage effectively. As a result, a pilot programme related to remote work models was instituted, and we are excited to see the outcome. In addition, through surveys facilitated by several units within Human Capital Management, we ensured that we were focusing on the right things at the right time. Within our continuous drive towards automisation, many noteworthy, automated enhancements were successfully introduced to ease the burden on our customers in respect of unnecessary manual activities.

Proper governance compliance remains high on the agenda, and several policies have been amended and developed to ensure that we operate within a framework of compliance with good governance.

OPERATING CONTEXT

To give effect to its mandate of efficient and effective people management, the Division is divided into subunits structured to serve the needs of the institution. The Office of the Executive Director: HCM is responsible and accountable for all HR-related matters. The efficiencies and effectiveness of these units have continuously been benchmarked to ensure they are in line with best practices.

HCM comprises the following units:

- Human Capital Management Business Partnering (HCMBP)
- Organisational Development (OD)
- HCM Administration, HCM Operations and Human Capital Management Information Systems (HCMIS)
- Data Analysis and Management
- Employment Relations and Wellness
- Human Capital Management Services: Remuneration and Benefits
- Transformation

STRATEGIC INITIATIVES DURING 2022

This section, in summary, reflects progress, key achievements, challenges, trends, and some key risks within the HCM Division.

Human Capital Management Business Partnering (HCMBP) Unit

As a client-facing unit, the HCM Business Partnering team is mandated to ensure that the execution of the HCM divisional strategy is measured and monitored within the governance framework of the University to mitigate potential risks. Therefore, ongoing training and effective support will continue, so that the team is



properly aligned and adequately equipped to address critical challenges as well as to provide an effective and value-adding partnering service to our clients.

The HCM Business Partnering team is aligned to support the facilitation of the institutional strategy through the professional and efficient delivery of all HCM initiatives across the institution. The team continues to ensure the sustainability of HCM services within the institution by partnering with the HCM centres of excellence, these being the Organisational Development, Remuneration and Benefits, Employment Relations, and Wellness Units, to implement and deliver on set key focus areas. Below are some of the projects that were successfully completed.

- Recruitment – A total of 371 vacancies across the institution were finalised in 2022.
- Strategic workforce planning – The faculties and divisions updated 2021 actual movements in line with the forecasted figures and projected staffing requirements for the year.
- Annual position budget – The monthly budget management and saving of funds as well as the annual budget process/presentation were concluded timeously with all budget requirements submitted and reported.
- Online performance management system – This was successfully run by the Unit, ensuring compliance and consistency throughout the performance management cycle.
- Post-retirement appointments – The focus as per the revised policy on retirements was on the implementation of longer-term contracts for NRF A- and B-rated academics, and a total of 20 post-retirees, including SARCHI Chairs, were appointed in 2022.
- A total of 85 academic promotions were finalised.
- Day-to-day guidance to management and employees – conclusion of first- and second-phase employment relations matters, employee wellness caring and interventions, as well as enhanced data integrity.
- Coordination and implementation of the MEC Resourcing Committee position-related requests including approval of non-designated appointments. Policy and guidelines supporting these processes were also developed.
- Coordination of the Presidential Youth Employment Stimulus (PYES) project – an initiative by the Department of Higher Education and Training to ensure skills transfer for unemployed graduates as well as alleviating high unemployment rates. UJ had an intake of 180 students across the University. Some of these interns were absorbed and appointed within the services of the University.
- The Unit also conducted roadshows to promote HCM service offerings for new HODs and faculty deans.

Organisational Development Unit

The Organisational Development Unit consists of subunits, namely Organisational Design, Change Management, and Learning and Development. It also fulfils an important role in terms of benchmarking best practices and key identified projects such as process mapping, performance and talent management. The intention is to expand this function to also incorporate talent attainment and resourcing according to institutional needs.

Organisational Design

HCM undertook an organisational design and review project to review the best service delivery models and structures of the support service divisions within the University. The main objective of the review process was to provide strategies on how best to align the different divisional structures, their costing and other important factors to the strategic objectives of the University. Appropriate recommendations for improvement were presented and approved by MEC and Council.

In 2022, the project focused on implementation of the recommendations within the respective support divisions. Affected staff members were consulted regarding structural or job specific changes through an effective change management intervention. The implementation process was underpinned by the organisational design principles to ensure consistency and fairness. Only one support division has rolled over its organisational redesign implementation process to 2023. Although organisational design interventions are continuous as the University and the nature of work evolve, it is anticipated that the organisational design project will be concluded in 2023.



Change Management

Change management interventions were implemented to support the University. Among some of the projects supported were the Student UJ email account migration from Google platform to Microsoft Office, and the multifactor authentication app enablement for staff members. These strategic initiatives were designed and implemented by the Information and Communications System Division. The Facilities Management Division also procured hi-tech cleaning machinery, which necessitated change management to bring the staff members onboard throughout the transition. This was supported through various awareness sessions focusing on technology/digitalisation in the workplace under the scope of GES.

Learning and Development

The University of Johannesburg recognises the importance of building its human capital to ensure sustainability, and continuously seeks to improve the skills of its employees across all occupational categories. The Learning and Development Unit focused on skills development, including categories such as institutional training, personal development, leadership and managerial skills, technical and 4IR-related training categories, as well as qualifications or part qualifications. A total 4 213 staff members attended the training sessions offered throughout the year.

Learnerships and full qualifications played an important role during 2022 with seven opportunities to obtain a qualification presented to 203 learners. Emphasis was placed on this, not only to enhance the skills level of the University, but also to assist the University in increasing its B-BBEE (Broad-based Black Economic Empowerment) score.

Compliance also forms a focal point for the Learning and Development Unit, with the main areas being the submission of the Workplace Skills Plan (WSP), input into the EE Plan and submission of data to support the Skills Development Pillar of the B-BBEE Scorecard. Discretionary grants of R2 700 000 were received from the ETDP SETA (these funds were allocated to specific learnerships) and increased B-BBEE levels were achieved for UJ, which is aiming to be a Level 4-contributor in the next verification process.

Workforce analysis and employment equity (EE) statistics

UJ overall workforce as of 31 December 2022

UJ workforce statistics showed an increase in staff from 2018 through to 2022. The overall headcount increased by almost 100 from 2021 to 2022.

Table 53: UJ workforce over the past five years

	2018	2019	2020	2021	2022
Academic and research staff	1 222	1 283	1 270	1 264	1 283
Support staff	3 105	3 080	3 048	3 029	3 106
UJ Executive Leadership Group	23	23	23	23	24
TOTAL	4 350	4 386	4 342	4 316	4 413

The academic and *research headcount* increased by 4,75% from 1 222 in 2018 to 1 283 in 2022. The *position count* for academic and research positions in 2022 reflects 1 283 filled positions and 150 vacant positions, with some of the vacant positions being filled by temporary staff.

The *support staff headcount* increased from 3 105 in 2018 to 3 106 in 2022. The *position count* for support staff for 2022 reflects 3 106 filled positions and 286 vacant positions, some of which are filled by temporary staff.

The Executive Leadership Group remained constant from 2018 to 2021 at 23 members; by the end of 2022, the headcount had increased by one to 24.

The UJ Annual Performance Plan

The UJ Annual Performance Plan (APP) is revised on an annual basis to align with the UJ Strategic Plan 2025, and UJ managed to achieve eight of the ten targets associated with Human Capital Management that were measured.



Table 54: UJ APP targets achieved in 2022 (based on HEMIS Rules)

INDICATOR	TARGET	ACHIEVED
Number of black (SA) associate professors and professors	26,5%	27,6%
Permanent and fixed-term academic staff by rank (associate professors and professors)	28%	29,4%
Percentage permanent and fixed-term academic staff with doctorates	56%	57,1%
Number of black permanent and fixed-term academic staff	50%	51,1%
Number of female associate professors and professors	39,5%	41,2%
Number of academic staff recruited who are working in 4IR (cumulative)	35	47
Number of international permanent and fixed-term academic staff	18%	17,8%
Number of female academic staff	49%	49,5%
Percentage permanent and fixed-term academic staff with master's degrees	36%	36,3%

The number of academic and research staff with a doctoral degree increased by 26, year-on-year, and in 2022 the target of 56% was surpassed with an increase to 57%. Over the past five years, the number has increased from 47,8% to the current 57%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43,9% to 36,3%, due to the increase in staff with doctoral degrees. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.

Table 55: UJ APP targets not achieved in 2021 (based on HEMIS Rules)

INDICATOR	TARGET	ACHIEVED
Number of academic staff with a disability	1,2%	1,1%
Number of international permanent and fixed-term academic staff	18%	17,8%

The target for the number of people with disabilities was set at 1,2%, but 1,1% was achieved. This figure remains below the sector target of 2%.

Academic and research staff promoted in 2022

In terms of academic and research staff promotions, Senex approved 85 promotions in 2022 compared to 70 promotions in 2021 and 2020 each, and 50 in 2019. Of the number of staff promoted, 34 were female, and 51 were male. A total of 33 were promotions from the designated groups and 52 from the non-designated group, of whom 26 were white and 26 international. Important to note is that international staff do not contribute to the employment equity targets set in the APP.

The Executive Leadership Group employment equity profile in 2022

The ELG black gender profile has shifted notably. Black female representation was 43,48% in 2019, 47,8% in 2020, 43,48% in 2021, and 50% at the end of 2022. Of the 24 ELG members, there were 12 black females, six black males, two white females, three white males, and one international male.

Executive recruitment and global excellence and stature (GES)

The HCM facilitated the recruitment and review process of high-level executive positions, which culminated in the following appointments and reappointments in 2022:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellor: Academic
- Executive Dean: College of Business and Economics
- Reappointment of Deputy Vice-Chancellor: Research and Internationalisation



Table 56: ELG equity profile

ELG EQUITY PROFILE							PERCENTAGE				
Gender	Black	Co- loured	Indian	White	Intl.	TOTAL	Black	Co- loured	Indian	White	Intl.
Female	7	4	1	2	–	14	50%	28,57%	7,14%	14,29%	0%
Male	5	0	1	3	1	10	50%	0%	10%	30%	10%
TOTAL	11	4	2	5	1	24	45,83%	16,67%	8,33%	20,83%	4,17%

- Reappointment of Chief Financial Officer
- Extension of contract of Senior Executive Director: University Relations, Student Affairs and UJ Sport
- Reappointment of Executive Director: Library and Information Centre
- Executive Director: Research and Innovation

In support of the GES Strategy, key appointments were made. Since 2014 to date, the cumulative figures are as follows:

- Distinguished Visiting Professors (DVP) – 67
- Distinguished Professors – 4
- Directors of Institutes – 3

Positions were created to directly develop UJ's 4IR agenda. Of the 67 appointed DVPs, 19 are contributing to the 4IR agenda. The following special appointments are directly linked to the 4IR strategy:

- Professors of Practice – 8
- Visiting Professors – 6
- Visiting Associate Professors – 4
- Senior Research Associates – 7

HCM Administration and HCM Information Systems (HCMIS)

The two units focused on enhancing support to the centres of excellence in HCM through system enhancements, automation, and administrative interventions involving the implementation of processes, training, and instilling accountability.

Several focal points received attention, and progress was made in terms of:

- Implementation of the online Declaration of Interest solution.
- Development of the online Exit Clearance application, to be implemented in 2023.
- Internal and external audit findings were addressed with great success including the BBBEE audit in terms of the Management Control pillar and the HEMIS audit.
- The HCM Schedule of Submissions was effectively managed to ensure timeous and up-to-standard reporting.

Data Analysis and Management Unit

The Data Analysis Unit in HCM provides support to the HCM team and broader UJ community by introducing technology, business, and data improvements. Several systems have been developed by the Unit, and these systems have created greater efficiency and agility for HCM. These improvements have resulted in a higher level of confidence in data, and reports are better aligned to the source systems.

Performance Management (PM)

With the successful implementation of the online PM system in 2021, enhancements were developed, tested, and implemented for 2022. The enhancements were based on suggestions and recommendations from the broader UJ community, who had provided their inputs during the 2021 performance year.

The 2022 year saw a greater usage of the PM system. The following was achieved during the contracting (99,3%), mid-term review (96%), and final assessment (99%) phases. A greater maturity was also noted in PM



as a process and in the use of the online system. KPIs were refined by faculties and divisions to align with the actual performance by employees.

Development and enhancements

New systems have been introduced as part of a proof of concept, including the Training and Awareness application and the Talent Management system. Consultations with the relevant stakeholders are under way around defining the business rules, user interface (UI) and user experience (UX). The systems are undergoing further development and refinement, and will be introduced in 2023. Systems that have been enhanced include the following:

- HDM e-forms application: HCM specific letters that are dynamically formulated through the system have been enhanced to provide more security and ease of use for the HCM Administration team.
- Org Structure application: Exporting of the organisational structure has been included in the application. This enhancement provides users with the ability to export the Org Structure in a graphical format.

Insights and analytics

Several new dashboards have been developed and published; several secure power Business Intelligence (BI) dashboards have provided insights and analytics to the HCM team for decision-making purposes. These dashboards include:

- Non-designated Impact: Provides an analytical predictive view of the impact on the University as a whole and at faculty/division level of non-designated appointments.
- Disability Impact: Similarly, it provides an analytical predictive view of the impact on the University as a whole and at faculty/division level of disability appointments.
- Vacancy Dashboard – Provides a holistic view of all vacant positions and reflects the various stages of the recruitment life cycle.

The dashboards continue to add significant value to the HR team as they provide information and ease of accessibility.

Cyber Security Capability Assessment

Two applications, namely the Performance Management System and the HCM e-forms application, underwent a cyber security capability assessment. This audit was performed by the Deloitte team, who reviewed the systems' cyber security capabilities.

The results found that both applications had two medium findings and six low findings. The findings have been scheduled for mitigation in 2023.

Employment Relations and Wellness Unit

Employment Relations

The Employment Relations (ER) Unit continued to oversee the range of employment relations issues of mutual interest between the University and employees, including all disciplinary, incapacity and collective bargaining issues. The Unit is also the custodian of the University's policies and procedures, including conditions of service. The ER Unit is in the process of reviewing the University's disciplinary procedure and disciplinary code guidelines with the aim of improving their effectiveness.

Relationships with labour remained cordial, with NEHAWU having elected a new shop steward committee and NUMSA losing its bargaining rights. The University and NEHAWU successfully concluded a substantive agreement for 2023.

Two ER seminars were held to raise awareness on ER services and developments within the labour law space. There was an increase in terms of reported cases by over 40% from the previous year. There has been a vast improvement in the turnaround times for the completion of cases. Processes have been developed, and there has been an overall improvement in stakeholder relations, based on service delivery.

In terms of the recognised unions, the membership of organised labour has drastically changed with just over 60% of staff being non-unionised, NEHAWU having over 24% membership and NUMSA just under 15%.



Employee Wellness

The UJ Employee Wellness Programme offers a safety net for employees who are experiencing work-related challenges and challenges of a personal nature. UJ uses the combined services delivery model, whereby some of the services are outsourced to an external service provider, Life Health Solutions, and other services are rendered internally by the Wellness team. The following interventions were executed to offer support to employees:

Table 57: Interventions supporting employees

INTERVENTIONS PRESENTED	KEY FOCUS AREA
Eighteen sessions on stress management	The session provided techniques on how to manage stress, as well as highlighting different types of stress. A total of 544 employees participated.
Six sessions on burnout and resilience	Following the aftermath of COVID-19, this topical talk raised awareness of the symptoms and causes of burnout and provided techniques to reduce the impact on one's emotional wellbeing. A total number of 805 employees attended.
Three sessions on work-life integration	The focus was on returning to work and how to cope after COVID-19, particularly the emotional impact of going back to work. Total attendance was 491 employees.
Twenty-seven wellness information sessions	Information about the Life Health Solutions (wellness provider) offering. A total of 900 employees attended.
Four sessions on healthy lifestyle	These sessions focused on helping employees change behaviours to improve their health for longevity. A total number of 440 employees attended.
HIV testing session	The session focused on testing employees on their HIV status. Total attendance was 157 employees.
Ten supervisor training sessions	The sessions focused on capacitating supervisors on how to identify and refer vulnerable employees to the wellness programme. A total of 120 line managers were trained.
Four online sessions on managing conflict	This topical talk raised awareness of strategies for conflict resolution, to help employees' personal and professional relationships stay strong and grow. The total attendance was 601 employees.
Six sessions on grief and loss	The session unpacked the different types of grief and provided strategies to help grieving persons cope. The total attendance was 508 employees.
Three sessions on stress and work-life balance	This topical talk focused on creating work-life integration through an understanding of what stress is, the impact of stress and techniques or strategies to manage stress realistically with the support of the EWP programme. The total attendance was 241 employees.
Fatigue and the importance of sleep	This talk highlighted the importance of sleep and provided techniques that encourage good sleep hygiene. A total number of 223 employees attended.
Four wellness days sessions	A campaign to test employees on lifestyle diseases and provide solutions on how to manage chronic illnesses. A total number of 971 employees participated.
Two sessions on depression	The sessions focused on identifying the symptoms of depression and how to cope and deal with depression. A total number of 63 employees attended.
Two sessions on harassment in the workplace	The session highlighted the causes of harassment, typical victims, consequences and how to handle harassment. A total number of 249 employees attended.
Disability awareness session	A session was held with the Education Faculty Board to raise awareness on disability issues and to encourage those with disabilities to disclose their status for reasonable accommodation. Total attendance was 97 employees.
Four breast cancer awareness sessions	An information session to raise awareness on breast cancer. A total number of 178 employees attended.



INTERVENTIONS PRESENTED	KEY FOCUS AREA
Financial management awareness	This session focused on basic financial principles and how to manage day-to-day financial matters. A total number of 113 employees from the Finance Portfolio attended.
Two wellness champion training sessions	One session on the upskilling of wellness champions, and the other on training of newly recruited champions. A total number of 23 employees attended.

HCM Services: Remuneration and Benefits Unit

The Unit provides strategic direction to the University of Johannesburg regarding the remuneration and benefits function. It harnesses all remuneration processes to assist the HCM Division in ensuring a competitive employee value proposition (EVP), which positions the University of Johannesburg as an attractive employer of choice.

In the 2022 operational year, this small, dynamic Unit again showed that no challenge is too big. Apart from the load shedding, water and IT system challenges in the B5 building, the Unit had its own personal health challenges. The Unit had team members who were out of action for long periods, due to health issues, a back operation and COVID, to name a few, but they rose to the occasion, and in most instances exceeded expectations.

There were several notable successes recorded in 2022 as listed below:

- The 2022 annual increase was implemented.
- Study concession applications were processed and approved.
- A record number of salary offers were processed, with the majority received towards the end of the year. The offers and offer calculations also included a record number of offers at MEC and ELG level.
- Academic promotions were implemented during the months of February, May, August and October. The implementation of the promotions included conversion of remuneration packages from TGP to TCTI.
- Three very successful Long Service Award functions were planned and hosted.
- Performance bonuses were successfully calculated and processed in December 2022.
- Collaboration with ER around the establishment and case analysis of the Disability Forum.
- Decrease in employee death cases when compared to the effects of COVID-19 in 2021.

Transformation Unit

The Transformation Unit leads and coordinates institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ vision, strategic objectives and the enhancement of global excellence and stature. Key focus areas include institutional culture, gender equity, diversity and inclusion, leadership development, ethics and governance, as well as awareness and advocacy. The full Transformation report is found in Section Five of the Annual Report.

RISK MANAGEMENT

The risk environment relating to HR operations remained high throughout 2022, and the Human Capital Management Risk Register was updated and revised continuously in terms of that awareness.

In alignment with the Institutional Risk Register, the risks listed below continue to form the basis of the operational risk register, and these are updated with action plans that are put in place to mitigate the residual as well as inherent risk ratings after determining the effectiveness of controls. The risks contained in the HCM Risk Register are listed below:

- Talent management – lack of effective attraction, retention, and succession planning strategies.
- Unfavourable UJ B-BBEE Scorecard (skills development).
- Inability to meet employment equity targets in the academic environment related to black females.
- Underutilisation of the online Temporary Appointment and Claims System (OTACS) process.



With hindsight, the Division can proudly celebrate the eradication of long-outstanding audit findings, which was achieved by the end of 2022. Going forward, the HCM is committed to continue its efforts to manage risks, including the implementation of new technologies and the enhancement of a current risk management framework. These efforts will ensure the continued success and growth of the institution.

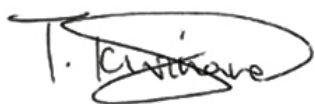
SIGNIFICANT ACCOMPLISHMENTS IN 2022

In general, the HCM Division has achieved key milestones in 2022 partly due to changes in the way of working. Accomplishments included the following:

- Further significant enhancements of the online Performance Management System and an improved contracting and evaluation percentage, which was significantly higher than 2021.
- Key executive positions filled, and the recruitment of highly cited researchers towards the achievement of the GES goals of the University.
- Automation and management dashboard development for key HCM reporting requirements.
- Automation of the Declaration of Interest process.
- Specific targeted wellness interventions.
- Increase in the academic and research workforce from 1 222 in 2018 to 1 283 by the end of 2022 (figures are actuals and not for HEMIS purposes).
- Achievement of most Annual Performance Plan targets.
- Key agreements with union stakeholders, which benefited both employees and the University.
- The finalisation of the organisational design process, except for one division. Other divisions have implemented the process as per mandate from Council.
- Enhancement of the B-BBEE Scorecard, particularly focusing on the skills development pillar. The implementation of learnerships with the aim of absorbing some unemployed learners was achieved.

CONCLUSION AND WAY FORWARD

The Human Capital Management Division is continuously striving towards automisation without neglecting face-to-face discussions with staff members, which will always be a priority. Human Capital Management services will also be further refined to ensure closer alignment with customer needs.



Tokoza Kwinane (Ms)
Executive Director: Human Resources



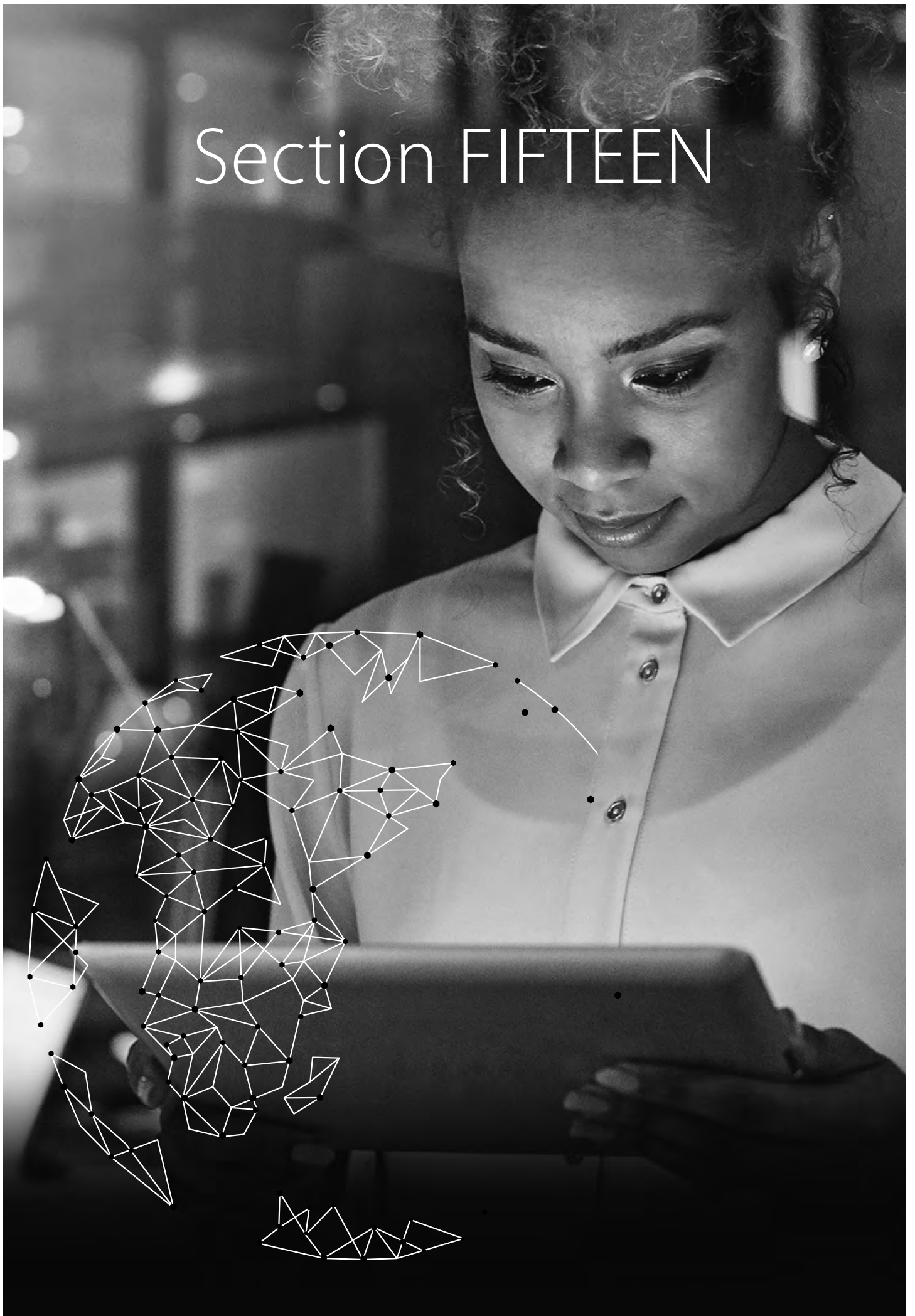
Mpoti Ralephata (Dr)
Chief Operating Officer

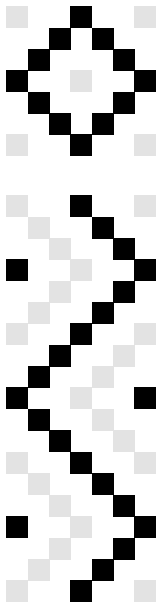


Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal



Section FIFTEEN





Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Object Four, enriching student-friendly learning and living experience, and Objective Six, fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communication Systems
- Facilities Management (including Protection Services)

Furthermore, in 2022, the encompassing Registrar's Portfolio included:

- Central Academic Administration
(including the Alumni Office)
- Corporate Governance
- University Secretariat
- Occupational Health Practice
- Centre for Student Health and Wellness

The operating context and governance as well as the performance review of all these support services divisions are reflected in this report.

Reports of the various support services serve at the relevant Management, Senate and Council committees.

Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal



Registrar's Portfolio

The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching student-friendly learning and living experience and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff are contributing research papers to national, and on occasion, international conferences. In short, the work of these units is focused on and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of global excellence and stature.



Bettine Jansen van Vuuren (Prof)

Registrar



Central Academic Administration

OPERATING CONTEXT AND GOVERNANCE

Academic administration refers to the management and governance of the student academic life cycle, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and full support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee, chaired by the Registrar, oversees academic administration governance. The Coordination Committee members meet frequently. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central Academic Administration in order to attend to operational matters that may arise.

The Senior Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists and the Registrar is ultimately accountable for quality assurance of academic administration. The annual external audit of student data is submitted to DHET via the Registrar's Office. The current student data system is ITS Integrator 4 from Adapt IT, which is integrated with other systems, i.e. the CELCAT system for timetable optimisation, Perceptive Content (document management and storage system) and Blackboard (learning management system).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations and Alumni), HEMIS Coordinator, Student Enrolment Centre (including the Student Call Centre), Assessment and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates according to the relevant charter as approved by Senex.

The organisational design of CAA follows the academic administration life cycle process with the following departments: Timetables, Assessments, HEMIS Office, Student Enrolment Centre, Faculty Coordination and Alumni, and Systems and Training.

RISKS, MANAGEMENT OF RISKS AND ACHIEVEMENTS

A risk mitigation strategy for academic administration, focusing on the student academic life cycle, was developed and has been continually refined over the last few years, in terms of the effectiveness of risk



mitigation strategies. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties and the academic life-cycle-based institutional committees reflected in the overview above. The academic administration risks are listed below. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually.

Implementation of UJ as a mandatory vaccination site

The UJ Council resolved in November of the previous year that from 2022 all UJ campuses and facilities would be mandatory vaccination sites. Staff and students would be required to provide UJ with their vaccination status (e.g. first vaccination completed or fully vaccinated) before access permission would be granted to any UJ campus or facility.

Depending on their academic programme and the mode of delivery of the programme, students were allowed a period after registration to become fully vaccinated. During this period, these students were regarded as conditionally registered.

Prospective students were informed at the stage of final selection as to the applicable requirements regarding vaccinations and right of access to the campuses and facilities. The registration agreement, which was signed as part of the online registration process, included a clause highlighting UJ's policy on mandatory vaccination in order to gain access to UJ campuses/facilities.

Once registered, students were requested to electronically submit their vaccination certificate (i.e. indicating first vaccination completed or fully vaccinated) for verification purposes. Only then were student cards activated according to the following categories:

- Fully vaccinated student access cards were activated for all campuses and facilities.
- Partially vaccinated students (e.g. first vaccination completed if the specific vaccine required two doses) were conditionally registered with access granted to the campuses and facilities.
- Accommodation at campus residences was allowed. Students had until 30 March 2022 to comply with the mandatory vaccination requirement, i.e. to become fully vaccinated or risk having their studies and accommodation cancelled.

Unvaccinated students received a conditional registration status. Under exceptional circumstances, students who did not plan to be vaccinated could submit an appeal for exemption. Only medical or religious grounds were considered (as per the policy document guidelines). Once the request for exemption was approved, the student's access card was flagged. The student was required to, among other things, present each Monday (or immediately after) a weekly negative COVID-19 RT-PCR (commonly referred to as PCR) test at the point of entry before being allowed access to any UJ campus or facility. Students were offered the opportunity to be vaccinated at any time and to submit their details via the online electronic system, to move into the partially or fully vaccinated categories.

In highly exceptional circumstances where the student's academic programme could be concluded entirely online with no on-campus contact, a subcommittee of MEC (comprising the two DVCs and the Registrar), on the recommendation of the Executive Dean, allowed exempted students to continue with their studies after the conditional registration deadline.

The large number of applications and late enquiries/walk-ins in January

The University promotes the online application system through our 'no application fees' and 'no walk-ins' campaigns, which have resulted in almost 100% electronic applications. The total number of applicants has grown substantially over five years, from 191 342 in 2017 to 384 784 in 2022. Management also decided to extend, on a permanent basis, the closing dates for applications to both the undergraduate and postgraduate programmes to 31 October annually.

To mitigate any potential risks related to late applications/walk-ins, the University opted not to allow any physical walk-ins during the week following the release of the Grade 12 results. Owing to the later than usual release of Grade 12 results in 2022, (by approximately two weeks), these mitigating actions were in place from 21 January. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform applicants that no walk-ins would be allowed on any campus during the registration period.



For the first time, since receiving final Grade 12 results electronically each year from the Department of Basic Education, CAA was now also able to download the re-marked matric results for the February 2022 and June 2022 groups of students. This enabled the University to automatically complete selections for thousands of applicants who previously had to submit hard copies of their results. Previously, this process had to be completed manually on a one-on-one basis, based on the outcomes of the re-marking process.

CAA also developed the system functionality to automatically recalculate an endorsement where an applicant had multiple matric sittings. For example, if applicants were not admitted into a programme and decided to upgrade their results, they would have Grade 12 results for two years; the Department of Basic Education would have to recalculate the final endorsement. CAA's new system functionality recalculates the new endorsement based on the Department of Basic Education policy framework. Applicants no longer have to run the risk of being unable to register in January due to the delay in the calculation of the endorsement.

To assist departments with the selection process of postgraduate and international undergraduate applicants, CAA enhanced the automated selection process for honours, tutored master's degrees, and undergraduate international applicants. Through these enhancements, another 30 postgraduate programmes were added to the automated selection process, which means the departments only have to set the admission criteria and thresholds for the system to assess applicants automatically. Applicants for the set programmes are now instantly assessed upon application and receive their outcome or admission letters to their application the same day.

Some significant improvements have also been made to the Mobi Late Enquiry System. The new system enhancements include the automatic exclusion of applicants with previous studies, the collection of email addresses for automated communication regarding the outcome of the submitted enquiry as well as a call centre dashboard to assist the call centre with enquiries.

On the morning of 21 January (for the available 10 791 first-year undergraduate places), every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. More than 350 000 admission letters (first and second choices) were released.

Anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme had to use the late enquiry System. This system was made available from 21 January for six days. In total, 282 845 people utilised the late enquiry system, with 36 775 being able to log a formal enquiry via the online system. This is in comparison to 126 000 users in the previous year, of whom 15 700 were able to log an enquiry. In 2020, 91 000 people accessed the system, with 17 600 being able to log an enquiry.

Registrations

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by public order policing. Strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2022. Simultaneously, adequate support was ensured for entrants who wished to submit late applications, register online and off-site, to have queries attended to.

Comprehensive risk mitigation strategies were established for registration, focusing on online services. CAA has made excellent progress implementing online registrations and is considered a national leader for integrated online applications, enrolment planning, late enquiries and registration systems.

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

Registrations opened for senior (or continuing) and postgraduate students between 17 January and 11 February and first-year students between 21 January and 11 February. Academic activities commenced on 14 February for both first-year and senior students. The registration system was enhanced to automatically clear



the block placed on under-age applicants at the point of application and registration. Previously, clearing these blocks was a mammoth manual task across different divisions.

The security vetting marquees came into operation on 21 January, under strict COVID19 protocols, to direct legitimate enquiries onto campus for assistance. This is required when queries cannot be resolved online or via the call centre, online chat facility or chatbot (e.g. international clearances, residence registrations and first-year students collecting student cards).

The UJ chatbot (MoUJi) was again integral in successfully managing the increased application and registration enquiry demand. The chatbot successfully assisted with 78 500 enquiries ranging from enquiries related to NSFAS applications, late enquiries, residences and registrations, compared to 51 600 enquiries the previous year. The call centre (with 70 additional temporary agents) assisted with more than 72 000 calls (compared to 98 000 last year and 103 000 in 2020). This reduction in call centre activity could be related to the effectiveness of the chatbot and online communication platforms.

Teaching and learning returned to campus

Owing to the University's decision to make UJ campuses mandatory COVID-19 vaccination sites, it was possible to return to primarily on-campus teaching and learning activities from the start of 2022. The challenge for lecturers was how to accommodate most lectures within the constraints of only using 50% of venue capacity during the first semester of 2022, as it was not possible to assign larger venues to groups or double the assigned contact time per group.

Academics rose to this challenge via various methods, i.e. splitting class groups and repeating lectures, supplemented with some added online teaching and learning activities. To the relief of all involved, when the last COVID-19 restrictions were lifted in June 2022, activities could return to normal from the start of the second semester.

The CELCAT scheduling system, which has been utilised for optimising all campuses' lecturing timetables on a rotational basis over several years, was again utilised to reoptimise the SWC lecturing timetable. This comprehensive project was concluded successfully as per the predetermined due dates. The DFC Campus lecturing timetable will be reoptimised in 2023.

Most academic modules that had written on-campus assessments before the pandemic opted to return to the campuses for summative assessments during 2022. The Management of Assessment Marks System (MAMS) and Submission of Assessment Papers Secured System (SAPSS) were implemented and enhanced over the last few years. These systems have increased the governance of assessments, marks and assessment related logistics, while reducing the risk of storing assessment papers for the University.

The following two significant developments were implemented on the MAMS system in 2022 with the return of more on-campus assessments. The first development was the automated randomisation of the three submitted assessment papers. After an academic has uploaded the three (main, supplementary, and special) assessment papers for an undergraduate programme, the system now randomly assigns which paper will be written in which order. The second development was the similarity index report, which informs the department (and the Assessment Department) of similarities between the three papers submitted. In essence, the system is now intelligent enough to randomly decide which paper will be written in which order, and identify if an academic had mistakenly uploaded the same assessment papers for more than one assessment opportunity.

The Assessment Department has also implemented a central control room with several screens linked to the security cameras in the assessment venues. Through a small central pool of invigilators, the Department now also monitors students writing assessments in the venues for transgressions. This initiative has proven to be successful, with several students being caught transgressing assessment rules.

Graduations and blockchain-based certificates

With the easing of restrictions on public gatherings, which had been implemented due to the COVID-19 pandemic, the University hosted in-person graduation ceremonies during 2022 for the year's graduates and also stage-crossing ceremonies in the same format as graduations, for the graduates who had graduated virtually in 2020 and 2021 due to the pandemic.



Graduation ceremonies were moved to the Soweto Campus Imbizo Arena with capacity to host an increased number of graduates and guests during ceremonies. In total, 45 graduation ceremonies were hosted for the combined Autumn and Winter 2022 ceremonies for 12 235 students. The stage-crossing ceremonies for 2020 and 2021 graduates occurred over six weeks. A total of 42 ceremonies were held between July and August for 15 719 graduates.

The Summer 2022 series of graduations returned to the Kingsway Campus Auditorium and took place over two weeks. A total of six graduation ceremonies were held in October, where 1 041 students graduated.

In 2019, UJ became the first university in South Africa to issue digital certificates, for which the need has grown exponentially in recent years. Graduates increasingly want to be able to share qualifications electronically with potential employers, who in turn need to be able to validate these certificates quickly, easily and affordably. UJ's digital certificate system allows graduates access to their digital certificates and enables them to share their certificates with third parties or prospective employers at no cost.

From 2022 onwards, all certificates issued to UJ graduates include blockchain-based QR codes. This enables the code to be scanned with a smartphone to verify whether the certificate has been legitimately issued by UJ and whether all the information displayed on the certificate is correct. UJ was the first South African tertiary institution to use blockchain technology to add additional security measures to its certificates as protection against alteration or falsification. The blockchain-based certificates have exponentially enhanced the security of the certificates issued by UJ.

Alumni

The UJ alumni magazine plays a vital role in our UJ alumni relations. In 2022, our alumni magazine, *Impumemelo*, won the annual MACE Award in the category of Alumni Campaigns. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher education sector.

The number of alumni registered on the Alumni Connect platform has exceeded 10 500. The Alumni Connect system is an online platform to facilitate alumni engagement and mentoring opportunities for recent graduates by fellow alumni. The system also enables affinity groups and chapters to reconnect with classmates (locally and abroad), receive news and event updates, and receive ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks. It enables graduates to expand their networks and grow a culture of giving back to their alma mater through mentoring assistance.

The Alumni Office extensively used social media channels and virtual experiences to bring our alumni community together after the global pandemic. Many in-person events were successfully offered as hybrid webinars or interactive virtual events. The Alumni Office continued collaborating with internal and external stakeholders to host events. The objective was to launch as many affinity groups and chapters as possible and to create awareness of the different platforms, opportunities, and benefits of being actively involved with UJ. This also provided a networking platform for alumni within their respective industries. In 2022, the Alumni Office launched more than ten chapters or affinity groups. Among them were the first chapter in Africa (Zimbabwean Alumni Chapter). The Alumni Office also held a celebratory event for all UJ alumni who made the prestigious Mail & Guardian Top 200 Young South Africans list. The Chair of Council, Mr Mike Teke, delivered the keynote address outlining the importance of education and overcoming business challenges.



Tinus van Zyl (Dr)

Senior Director: Central Academic Administration



Corporate Governance

OPERATING CONTEXT

The Corporate Governance Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and, specifically, the Higher Education Act 101 of 1997 (as amended). Its core functions are driven in alignment with the Institutional Statute of the University of Johannesburg and relevant institutional policies.

The Division comprises three units: the Governance Unit, the Qualification Verification Unit, and the Records Management Unit. These units have a footprint on all four campuses and are technology driven. The systems utilised within the Division include Integrator, Perceptive Content, Hive, Oracle Business Intelligence, Mobile Voting System, Access to Information System, Service Manager and Service Provider Platforms.

The Division, although diverse in nature, strives to align the manner in which it functions with best practices.

STRATEGIC FOCUS

Strategic Objective Six, fitness for global excellence and stature, informs the Division's strategic objective.

Governance Unit

This Unit oversees the governance related to the Registrar's Portfolio in the areas listed below.

University Academic Regulations

The review and approval process for the University Academic Regulations is conducted annually and involves ratifying the Academic Regulations to be implemented for the following year.

A working group was assigned to oversee the amendments to the Academic Regulations and alignment with new and amended policies. This working group comprised the Registrar, the Heads of Faculty Administration, and relevant support divisions. The previous version of the University Academic Regulations was shared with the working group via the MS Teams platform to ensure active consultation and engagement with the relevant portfolios within UJ. The working group reviewed the 2022 regulations to inform the 2023 regulations regarding accuracy, consistency, and applicability. The proposed amendments served at faculty boards for input. The Office of the General Counsel was also consulted.

The amended University Academic Regulations for 2023 served at the last Senate meeting of November 2022 for approval. The revised University Academic Regulations were posted on the intranet, UJ website and uLink.

Policy Review Management

The Governance Unit plays a vital role in the University by monitoring and tracking the governance documentation, which includes policies, charters, standard operating procedures, and guidelines. In 2022, the Unit continued to communicate via the UJ Circulars platform to inform the UJ community of governance documents that had been reviewed and approved in 2022. Policy owners were further notified



of documentation due for review and approval in 2023. This assisted in creating awareness and served as a continuous reminder to policy owners and responsible divisions as to the status of documents within their relevant domains.

During 2022, 60 governance documents were reviewed and approved. The Corporate Governance page on the intranet, which contains UJ governance documents, was reviewed, and documents were classified according to specific categories, which assisted with locating the required document. During the latter part of 2022, Corporate Governance created and implemented a policy checklist to accompany policy documents submitted for publication. The policy checklist was implemented to ensure that policy owners followed the governance approval process and that the final document submitted complied with the format of UJ governance documentation. This resulted in further streamlining the process.

Challenges experienced within the policy environment relate to non-adherence to the review timelines by certain domains. To address this challenge, multiple forms of communication will be utilised as reminders to policy owners.

Access to information

As part of the Data Protection Project, a web page was created for the Promotion of Access to Information (PAIA) and the Protection of Personal Information (POPI). The Governance Unit, in collaboration with the Division of Information and Communication Systems, developed an internal system allowing internal and external stakeholders to submit requests online via the POPI and PAIA platform. As part of the initial phase, requests were also received via the generic email addresses created.

During 2022, the Unit received two POPI update requests as well as 50 internal and external PAIA requests electronically or through the online platform.

B-BBEE certification

The Unit coordinated the B-BBEE status preparation for 2021 with the five identified pillars. The verification process entailed collecting data and information relating to the elements of the UJ Annual Performance Plan. The verification agency continued utilising the central platform to receive supporting documentation from the various pillars, which streamlined the data collection process. Interviews were conducted online with senior management and other personnel of the University.

A B-BBEE certificate was issued in June 2022, with a validity period of one year. The UJ B-BBEE verification process review for 2022 will be concluded during the first semester of 2023.

Nominations and elections

The Governance Unit is responsible for managing elections within the University. Elections are conducted for various portfolios on statutory committees. Elections are also held for the Executive Committee of Convocation members, for senior positions within the University's Executive Leadership Group and for interview panels. The Unit also conducts elections annually for the Student Representative Council. The Governance Unit collaborated with the Human Capital Management Division and Student Affairs to manage the relevant nomination and election processes.

Noteworthy nominations and elections were conducted for the positions of the Vice-Chancellor, Deputy Vice-Chancellor, Chairperson of Council, an executive dean and honorary doctorates. It is important to note that the appointment of these candidates is subject to additional processes and procedures and is not only reliant on the outcome of an election.

The online voting platform was utilised for the Student Representative Council elections and the election of four members of the Executive Committee of Convocation. The online voting platform is user-friendly, easily accessible, and compatible with multiple browsers and allows voters to cast their votes from any location.

One of the challenges experienced regarding nominations and elections was the late notification for certain nominations and elections that had to be conducted. The nominations and elections conducted for UJ for 2022 posed no risks.



Senate membership list and attendance

The Governance Unit facilitates and coordinates the compilation of the Senate membership list to ensure that membership complies with the Institutional Statute and Senate Charter. The Heads of Faculty Administration and the Human Capital Management Division were consulted to verify Senate membership status regarding new appointments, promotions, retirements, and resignations. Three out of four Senate meetings were held online during 2022, with the final meeting following a hybrid format. Owing to the online format, increased attendance was maintained in 2022.

Management of the Commissioners of Oaths appointment process

The Corporate Governance Division manages the appointment of Commissioners of Oaths for the University in accordance with the relevant legislation. For 2022, the University had 66 Commissioners of Oaths across all four campuses.

Governance projects

The Division was actively involved in three governance and compliance-related projects, which continued with implementation in 2022. The projects included:

- The Compliance Project under the Risk and Financial Governance domain.
- The Data Protection Project under the domain of the Office of the General Counsel.
- The King IV Gap Analysis Project under the domain of the Registrar.

Qualification Verification Unit

The Qualification Verification Unit (QVU) is responsible for managing the issuing of UJ academic documentation for alumni and previously registered students. Academic documentation includes academic transcripts, confirmation letters, and academic transcript supplements. The QVU also provides third-party verification services. Various online systems and platforms are utilised to assist with the execution of these functions.

During 2022, 3 023 academic documentation requests were processed. Third-party verifications amounted to 17 882. There was an increase in the academic documentation requests compared to the 2 515 requested in the previous year. Third-party verification requests also saw an increase of 3 461.

The Qualification Verification Unit also embarked on the Transcript Supplement Project as tasked by the Registrar to standardise the issuing of academic transcript supplements. The purpose of the project was to utilise technology to automate and streamline the process resulting in the timeous execution of requests. This project would allow UJ to automatically generate and issue transcript supplements within a short period as opposed to 20 days.

Challenges within the QVU related to certain faculties not complying with the stipulated turnaround times for transcript supplements. This negatively impacted the Unit in its ability to provide customer service excellence. To mitigate the above, the QVU held workshops and engagement sessions with faculties, strengthening internal stakeholder relations.

Records Management Unit

The Records Management Unit (RMU) oversees the life-cycle management of records and contracts for the University in electronic and paper formats. Various systems are utilised to drive business processes. External service providers are appointed to support the Unit in the execution of its duties.

Records Management

The Unit's core function is to oversee the life-cycle management of records for the University in accordance with legislation, regulations and standards. The relevant University policies and standard operating procedures guide Records Management. The following services are provided to the UJ community: storage, retrieval, scanning and disposal of records. The Electronic Document and Records Management System (EDRMS) is utilised to manage electronic records. Service providers facilitate the offsite storage and archiving of physical paper records.

A total of 239 520 documents were taken up in Perceptive Content. Access to the system was provided to 109 new users, with 130 existing users made inactive and removed. In total, 335 boxes of paper records



were collected across the University for offsite storage. Planned disposals amounted to 4 980 kg, and ad hoc disposals totalled 25 tons.

Numerous solutions were maintained in the EDRMS environment. The RMU continued to facilitate collections, retrievals, and disposals of paper records within UJ. Over 16 500 historical student records were reviewed to address data quality. Ten projects relating to the EDRMS were identified for 2022, of which eight were completed.

One of the vital projects was the upgrade of the Perceptive Content production environment, which was completed in March 2022 without any lapse in service delivery or downtime of the system. Enhancements to seven existing solutions were also completed successfully. To further streamline processes, the RMU developed a new process for splitting records within the EDRMS, significantly reducing the processing turnaround time.

Minimal risks were identified in 2022. One of these risks was the lack of a UJ training portal, significantly impacting the compulsory EDRMS training requirement. One of the offsite service providers impacted the service delivery to internal stakeholders.

Contract Management

The RMU administers the recordkeeping of numerous categories of contracts for the University. Most contracts were received from non-academic environments. UJ has 6 362 contracts in various life-cycle stages, which are retained as vital records within the EDRMS. Statistics for 2022 indicate that of the 6 362 contracts, 281 are new, 133 have an active status, and 265 have reached an expiration date. Since 2020, most of the contracts received have been in electronic format, with only a limited number of contracts submitted in physical form.

During the second semester, the submission of contracts was reviewed to simplify the process for submission via an EDRMS e-form.

RISKS AND CHALLENGES

The identified risks and challenges within the Division include:

- Lack of historical student data still poses a risk within the QVU and RMU.
- Non-compliance with stipulated service delivery turnaround times to external stakeholders within the QVU may pose a reputational risk.
- Not all signed contracts are received by the RMU for recordkeeping purposes.

Based on the risks identified, an action plan has been developed to reduce these risks.

CONCLUSION AND WAY FORWARD

The Corporate Governance Division performed an essential role in the University and provided services to internal and external clients. The Division continually strives to close gaps within its three units. Based on previous risks identified, the Division embarked on several projects to enhance business processes to address these challenges by effectively utilising technology.

The Division looks forward to meaningful engagements with its stakeholders during 2023 and will continue to explore innovative techniques to drive quality service delivery.



Bettine Jansen van Vuuren (Prof)
Registrar



University Secretariat

OVERVIEW

Achievements

In the evaluation of University Secretariat services to statutory committees as per the 2022 performance evaluations¹, the administration section reflected sustained excellence, with a combined rating of 4.8.

While it is the committee members' responsibility, the University Secretariat staff will quality check document content and 'look and feel', if time permits, before these are submitted to the committees.

Highlights/achievements in addition to compiling agendas and writing minutes:

- Distributing high-quality agendas and minutes on time to members (staff work overtime as and when required to ensure on-time distribution). All the staff members receive compliments/words of appreciation for the quality of their work and dedication.
- Implementing a slight change in agenda formats in 2022. It resulted in the preparation time of the agendas being reduced significantly, as page numbering of the agenda documentation was removed.
- Changing the distribution of meeting packs for MEC and committees and for Senate and committees from Dropbox to OneDrive (Council meeting packs are still distributed via Dropbox).
- Servicing, over and above the standard scheduled meetings, special meetings of the MEC (22), MECA (9), and the COVID-19 Coordinating Committee (12).
- Reviewing the statutory committee charters/schedules of business.
- Reviewing the Rules for Effective Meetings.
- Reviewing the procedure relating to recordings of statutory committee meetings serviced by the University Secretariat.
- Providing in-service training to two new committee administrators to ensure the successful assumption of responsibility for identified statutory committees. Mss L Fisher and N Thusi slotted in as part of the team without any challenges and took over senior committees as if they had been doing the work for an extended period.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing (telephonic advice on meeting-related matters is also provided as and when required).
- Implementing the applicable recommendations from the Findings of the King IV Review by the Institute of Directors of South Africa as follows:
 - Updating the schedules of business for the applicable Council committees to include the King IV actions, where appropriate.
 - Finalising a Council Induction Programme, approved by the Council for implementation in 2023.
 - Benchmarking on performance review instruments/questionnaires, resulting in a slightly amended performance review instrument being approved by the Council.

¹ The Council and its committees, the Senate and the MEC completed a simplified performance review in 2022 (which did not include an assessment of administration of the committees).



- Implementing the recommendation to enhance the reporting on the payment of honoraria for attending meetings (external Council members) in the UJ Annual Report for 2021.
- Implementing changes in meeting modes to hybrid, where applicable.

A handwritten signature in black ink, appearing to read 'B. Jansen van Vuuren', with a long, sweeping horizontal stroke at the end.

Bettine Jansen van Vuuren (Prof)
Registrar

Occupational Health Practice

OVERVIEW 2022

Since the beginning of 2022, COVID-19-positive cases have been low and manageable. Nationally, the management of COVID-19 regulations was updated, whereby we no longer had to do contact tracing and update the quarantine register. We were only following up on positive cases with symptoms. In total, 106 positive cases were reported for 2022. This has enabled us once again to pay attention to the seven focus areas of the Occupational Health Practice (OHP) portfolio.

- In the first two quarters of the year, OHP was highly involved in assisting the UJ community to comply with the UJ COVID-19 Mandatory Vaccination Policy and the implementation thereof.
- The health risk assessment (HRA) target was 227 on the four campuses, which was achieved. This includes outsourced surveys, food safety and UJ outliers (UJ sites that are not inside the campuses). Against the achievable planned medical surveillances of 580 employees, we completed 744 medical assessments, which include outsourced medical assessments. OHP client contact sessions amounted to 4 227.
- In collaboration with local pharmacies, OHP assisted 188 employees to receive influenza vaccination.
- A total of 392 male employees benefited from the prostate specific antigen (PSA) cancer screening campaign.
- The overall food safety score was 89%, with a microbial overall score of 97% and a housekeeping and maintenance score of 81%.
- A total of 103 travel health risk assessments were conducted for employees undertaking official international and national trips.
- A total of 199 events were managed on all four campuses by OHP by arranging onsite, standby and notification of events to ER24.

BACKGROUND

The UJ Occupational Health Practice (OHP) is a well-established department operating from Campus Health Clinics on all four campuses. The OHP functions with a contracted occupational medical practitioner (OMP) (visiting each campus once a month), three permanent occupational health nurse practitioners (OHNPs), one locum OHNP and the OHP manager. One administrative officer and the two student assistants are appointed on a yearly basis.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organization. Occupational health is a globally advanced nursing/medical discipline involving a specialist role for professionally registered nurses and doctors. Local regulatory and professional authorities further define and control professional scopes of practice. The OHP operates under the designation of the Director-General: National Department of Health, whereby nurses are authorised to practise and dispense medication.



Approach

The health risk-based approach of the OHP implies regular inclusive collaboration and consultation with several departments in UJ, e.g. the Occupational Safety Department, the Centre for Student Health and Wellness, Risk Management, Protection Services, Centre for Academic Technologies (CAT), and Event Risk Management. It also works closely with external partners in healthcare, food safety, travel medicine and agencies such as the World Health Organization (WHO), the National Institute of Occupational Health (NIOH) and the National Institute for Communicable Diseases (NICD).

Clientele

UJ employees are the primary clients. However, contractors, students and visitors are included when they are exposed to occupational health hazards. A consistently high client satisfaction rate exceeding 95% and positive narrative feedback were received.

OHP PERFORMANCE SUMMARY

Response to COVID-19 pandemic and UJ COVID-19 mandatory vaccine

- Follow-up was done on positive cases with symptoms throughout the year. By 22 June 2022, the wearing of masks and other COVID-19 regulations were repealed nationally.
- The University Management relaxed the implementation protocols of the UJ Vaccination Policy on 24 June 2022. By said date:
 - 97,77% of the UJ community had been vaccinated.
 - 106 positive cases had been reported for 2022, of whom 76 were staff members and 30 students.
 - From 2020 to 2022, we recorded 943 positive cases, of whom 675 were employees and 268 were students. During the pandemic, 18 employees and one student succumbed to COVID-19.

Health risk assessments (HRA)

- The purpose of HRAs is to identify risks in the work environment and mitigate these to ensure the optimal health of the UJ community. The assessment target for 2022 was 227 on the four campuses, including outsourced surveys, food safety and UJ outliers (UJ sites that are not inside the campuses).

Hygiene surveys conducted in 2022

- Water Quality Survey – OHP sourced a registered approved contractor to collect representative water samples from UJ bottled water, boreholes and municipal water supply points, for a detailed set of analyses including Legionella as prescribed by the South African National Standard SANS 241-1:2015.
- The purpose of this sampling and analysis was to determine if the potable water at all the campuses was of suitable quality for human and other uses.
- Reports were received and distributed to Facilities Management and Occupational Safety for intervention where challenges were identified for risk mitigation.

Occupational Hygiene Survey at the Faculty of Health Sciences DFC

- The purpose was to establish compliance with the requirements of the regulations of the OHS Act (85 of 1993), which relates to lighting, ventilation, laboratory fume cupboards and hazardous chemical agents, and to make recommendations where any non-conformances were identified. Reports were received and distributed to the Faculty, and the Facilities Management Division and Occupational Safety Department to implement recommendations.

Health risk assessments conducted by OHP team

- The UJ qualitative Occupational Health risk profile was updated to reflect the 2022 status, based on all health risk assessments conducted on all campuses.
- In total, 94 areas were assessed, risks were identified and were allocated ratings of high, moderate, or low risk. The campus presenting the most risks overall was DFC at 35, followed by APB at 21, APK at 18, SWC at 11 and the outliers at 9.



11 HIGH risk areas

- HIGH risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and occupational-related ill health. The campus with the highest number of high risks was APK with three areas; the other campuses and the outliers each reported two high-risk areas.

33 MODERATE risk areas

- Moderate risks involved incorrect use of PPE, lack of warning signage, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was DFC with 12.

Medical surveillance

- Health surveillance of employees is undertaken to prevent the impact of occupational stressors, such as chemicals, biological agents, physical stress, noise and radiation, on their health.
- The OHP is required to monitor employees who are exposed to risk due to their occupation. We conduct hearing tests, blood tests and medical assessments on all staff potentially exposed, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA).
- The medical surveillance programme is formatted on annual/bi-annual cycles, and the target for these assessments is based on the surveillance matrix compiled by the OMP after health risk assessment findings.
- The target for these assessments is based on the number of employees within the University and the matrix as developed by the OMP.
- For UJ to comply with the Occupational Health and Safety Act, a total of 744 medical examinations were due in 2022. However, in terms of the available personnel, the achievable number of examinations on the four campuses was 580. Compliance was ensured by outsourcing 164 medical assessments. A total number of 763 medical examinations were achieved.

Resilience programme

- The programme offers ongoing assessment and support to the Executive Leadership Group (ELG), the PAs of the ELG and 50 heads of departments. An invitation is sent out to identified members; should they accept the invitation; appointments are scheduled with OHNPs on their respective campuses and feedback is given through the OMP.
- For 2022, 14 out of 107 members participated in the programme.
- This indicates a slight increase, compared to the five participants in 2021.

Radiation

- The radiation exposure, which is monitored by the Radiation Protection Service, is measured using a dosimeter to evaluate over-exposure by staff and students in the radiation laboratories.
- The evaluations of dosimeters are done monthly, and all were within normal ranges.
- 27 staff members were included in the biannual medical surveillance. Their results are in the acceptable range.

Food safety monitoring

- Housekeeping, maintenance and microbiological food audits are done by a contracted food audit company once per quarter, within the UJ Student Centre food outlets. The set standard for UJ food safety is 90% on the components audited with a minimum international criterion of 85%.
- Food safety audits were completed in March, June, September, and November 2022.
- The overall annual food safety score is 89%, which is above the minimum international criterion of 85%. The microbial overall score is 97% and the housekeeping and maintenance score is 81%. The latter is low due to the non-compliance of some outlets and some instances of aging infrastructure.
- Corrective measures were communicated to the food owners regarding housekeeping and maintenance, and the Facilities Management Division is attending to the required renovations.

Event medical risk assessment and resourcing

- 199 events were managed on all four campuses by the OHP (compared to the 16 events managed in 2021).



These include events with ER24 onsite and events requiring ER24 notification. Events included the 2022 registration period, graduation ceremonies on SWC and APK, and COVID-19 onsite vaccination campaigns.

- Minor incidents were reported related to student protests during registrations and graduations. These were subsequently managed appropriately with support from ER24 and Protection Services.

Medical response to disaster and ER24 rollout

- The ER24 emergency medical care is contracted to UJ to respond to emergencies or disasters.
- The UJ community has been orientated and awareness interventions have been completed, resulting in a stable and effective system of work.
- The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students.
- Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

Travel health risk assessment

- A total of 108 travel health risk assessments were conducted for employees undertaking official international and national trips. An increase of 40 consultations is noted compared to 2021.
- Pre- and post-travel assessments were done at the OHP, and travel bags and vaccinations according to the destination area were given. Assessment of destination countries for travelers was done.

Contact sessions

- A total of 4 227 client contact sessions with OHP were devoted to occupational health interventions and other consultations (compared to the 5 670 contact sessions in 2021, where most of the contact sessions were dominated by COVID-19 interventions).
- For the reporting year, occupational health interventions embedded in contact sessions were: 763 baseline and periodic medical assessments; 741 vision screenings; 315 lung function tests; 301 audiometric tests; 394 blood tests; and 103 travel medicine visits.

OHP campaigns

Influenza vaccination

The campaign started in mid-April. The OHP worked in collaboration with local pharmacies, which facilitated the billing process via the employee medical aid scheme. In total, 188 employees utilised the service. A decline was noted compared to 2021, where 254 vaccines were administered. The decline was attributed to the onsite COVID-19 vaccination campaigns, as employees were reluctant to have both vaccinations. In 2020, no influenza vaccines were administered due to the lockdown.

June: National Men's Month health awareness and Movember campaign

This is a fairly new awareness campaign initiative, carried out by OHP, to encourage UJ men to take care of their bodies and health by healthy eating, exercising and disease prevention. A total number of 183 males benefited from the campaign. Three employees with abnormal results were referred for treatment, and others were booked for follow-up sessions.

In the Movember Campaign, a total number of 209 PSA (prostate cancer) tests were conducted, and one employee was referred for further management. A total of 392 males participated in the campaign, compared to 181 in 2021.

STRATEGIC FOCUS AND TARGETS FOR 2023

An enriching student-friendly learning and living experience

- Adopting an OHN student per campus to mentor her/him throughout the years of studying at UJ, e.g. by assisting with practical hours (work-integrated learning) and giving information about Occupational Health in a teaching institution or continuing to accommodate students who need practical hours.
- OHP continually does health risk assessments throughout the campuses to identify risks that can have a negative health effect on the UJ community and make recommendations to mitigate the risks, e.g. laboratory risk assessments, food safety, and water quality surveys.



- Medical surveillance – to ensure UJ staff are healthy so that they can deliver good learning experiences and service to students.

National and global reputation management

- Ongoing travel health risk surveillance screening for emerging travel health risks.
- Professional networking with the Department of Labour's Directorate for Occupational Health and Hygiene, the SA Society for Occupational Health Nursing Practitioners (SASOHN) and the SA Society for Occupational Medicine (SASOM).
- Participating in healthy campus campaigns and supporting the seven pillars of a healthy campus will ensure UJ remains certified by the International University Sports Federation as a healthy campus.

Fitness for global excellence and stature

- Creating awareness among high-risk environments by conducting health risk assessments and qualitative surveys.
- Ensuring a legally and ethically compliant Occupational Health Practice, with ethical compliance evidenced by zero confidentiality breaches.

Digital transformation

Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

CONCLUSION AND WAY FORWARD

Most of the OHP activities were accelerated after the changes in COVID-19 regulations and the decreased numbers of positive cases in the second quarter of the year. Our targets and plans were exceeded in terms of the progression of the pandemic. The increase in the number of incapacity assessments was also noted and a plan to execute the requests has been implemented.

The appointment of a permanent Occupational Health Nurse Practitioner on SWC has been concluded, and this has added considerable value to the OHP and SWC employees. The APB request for OHNP conversion from a half-day to full-day post has been submitted and we are awaiting feedback. DFC has been functioning with a locum OHNP for the past 16 months, and a request has been submitted for a permanent post.

Objectives and targets for the period 2023-2024

- Conducting 267 health risk assessments, including outsourced surveys and UJ outliers.
- Ensuring medical surveillance on all four campuses, including executive medical assessments.
- Participating in healthy campus campaigns, and supporting the seven pillars of a healthy campus, which will ensure UJ remains certified by the International University Sports Federation as a healthy campus.
- Ensuring surveillance of and preparation for global/local emerging communicable diseases, such as Coronavirus-related disease, Influenza, Malaria, Ebola Viral disease and Typhoid.
- Trendsetting in OHP governance at a higher education institution. For instance, Wits requested to benchmark, as they are planning to establish an Occupational Health Clinic.
- Conducting evidence-based practice, research and epidemiological studies.
- Ensuring close relations with other departments in the continuation of COVID-19 infection prevention and control strategies.



Bettine Jansen van Vuuren (Prof)
Registrar



Centre for Student Health and Wellness

OVERVIEW

The Centre for Student Health and Wellness has made good progress, considering its emergence from the effects of COVID-19. The merger of the Primary Healthcare Service (PHS) and the Institutional Office for HIV and AIDS (IOHA) proved to be a worthwhile exercise, as all resources were pulled together to maximise operational requirements and to better serve the UJ community. The clinic services continued to flourish, with consultations back to pre-COVID-19 levels and HIV/AIDS prevention strategies further strengthened. Overall consultations stood at 26 223, with 40% of these dedicated to sexual reproductive health services. A massive improvement is evidenced by an 8% reduction in sexually transmitted infections; however, this trend did not transfer to unplanned pregnancies, as 21% of pregnancy tests came out positive. Other services, such as the travel health clinic, continued with travelling allowed under strict COVID-19 regulations, including vaccination.

The wellness services focused primarily on the prevention of HIV/AIDS and other STIs, including the social determinants leading to these infections. Major discussions in the form of dialogues, book launches, seminars, and mini conferences took place. The online platforms were also utilised to expand on audiences that had been established and captured because of COVID-19. A total of 8 008 HIV tests were done with only 40 positive tests; these persons are all on antiretroviral treatment to curb further infections and improve their health status.

OPERATING CONTEXT, GOVERNANCE, AND RISK MANAGEMENT

The Centre for Student Health and Wellness focuses on student health and wellness and reports to the Registrar's Portfolio. It is a newly formed centre following the merger of the former Primary Healthcare Service and the Institutional Office for HIV and AIDS. The services are offered primarily to UJ students but also to some staff at no cost to the patient, except where laboratory tests and non-essential healthcare are requested. The Centre comprises healthcare services, mainly the clinical management of conditions, and wellness services, which entail HIV infection prevention and health promotion. The health promotion aspect comprises a wide spectrum of topics, including social mobilisation and inclusivity awareness. The services are available on all campuses; clinics are managed by primary healthcare nurse practitioners (PHCNP). The medical services provided by medical officers are made available in terms of a legal requirement for conducting a healthcare facility.



Governance

The core operational functions focus on health and on wellness. The health services component includes the provision of primary healthcare (PHC), which focuses on treating minor ailments, sexual reproductive health (SRH), event medical planning for sports, health promotion, screening and monitoring of chronic conditions, and travel medicine. PHCNPs are suitably qualified and licensed to practise under the Nursing Act 33 of 2005. They are licensed to perform clinical services, including assessing, diagnosing and prescribing medication, according to Subsection 56(6) of the Act. All have a dispensing licence, which is a requirement for all clinicians. A medical doctor oversees the practice as legislated in the Health Act.

The wellness component focuses on HIV prevention strategies, including the testing thereof. It also aims to improve awareness of various social determinants of health, and in particular, social mobilisation in terms of awareness programmes for men, women, and LGBTIQ+ community issues.

Risk management

The following were key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff, and students resulting from needlestick injuries: This is mitigated by the availability of vaccination against Hepatitis A and B for students in the Faculty of Health Sciences (FHS); while treatment for the prevention of HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- COVID-19 infection: The exposure to respiratory infectious agents has been greatly increased by the novel Coronavirus infection. However, this has been mitigated through the mandatory vaccination against COVID-19 required at UJ, with 94,9% coverage among staff and 94,7% coverage among undergraduate students.
- Travel health risks: This risk is managed through pre- and post-travel assessments with information alerts circulated via uLink and Facebook. In 2022, this was applied with tight control and assessment of destination countries for travellers. Control and assessment became more stringent in terms of COVID-19 compliance regulations.
- Delay in medical response: Delay in medical response due to unforeseen circumstances poses a risk, such that patients may not receive prompt high-level intervention from an emergency medical service provider. The service is currently provided by ER24.
- Risky sexual practices among the students with concomitant unplanned pregnancies, STIs, HIV infection, etc.: This is mitigated by the availability of a wide variety of SRH services, and health promotion is carried out throughout the academic calendar year to bring awareness and curb risky behaviour.

STRATEGIC FOCUS AND TARGETS

Objectives aligned with the University's strategic plan

An enriching student-friendly learning and living experience

- Providing excellent health and wellness services with the focus on enhancing the student experience.
- Following the national strategic plan as guided by the Department of Health.

National and global reputation management

- Identifying risks in the medical management of patients in line with various health regulations, and avoiding adverse events.
- Identifying and managing student-related risky behaviour and implementing mitigation to alleviate negative consequences.

Fitness for global excellence and stature

- Ensuring good governance in relation to material, human and financial resources to ensure the sustainability of the service, while taking care of the environment locally and globally.
- Participating in national and global initiatives in response to health matters.



PERFORMANCE

Clinical healthcare services

Patient consultations

Patient consultations by nursing professionals and doctors continued as prior to the merger of the two former centres. There were 26 223 consultations in total, an increase of 48% from the 2021 period when there were only 12 758. The 2022 figure is consistent with the pre-COVID-19 era. In 2019, the consultations were 26 512, including all services provided to students, staff, and visitors. Staff and visitors receive emergency medical care when they become sick or injured while on the University premises. About 40% of this year's consultations were for family planning. Others relate to medical conditions for which treatment is prescribed or referrals to higher levels of care provided. Respiratory conditions were prioritised as these could have implications related to COVID-19.

The issue of whether staff may utilise these health services has been resolved, hence the new name of the Centre makes specific reference to students. Previously, staff were permitted to use the clinic services, but with limited resources, the services are aimed at students only. We do, however, make these services available to staff for use during recess periods when the medical staff are available. This promotes the optimisation of resources that are available to the University community. A total of 444 staff members were seen by both the nursing staff and doctors of whom most were females seeking family planning.

Sexual reproductive health (SRH) services

Family planning (FP)

It was pleasing to see the return to normal for health services following the lifting of the COVID-19 restrictions. The Unit went on a drive to promote contraceptive use to minimise unplanned pregnancies. The contraceptive methods available are injectable, oral, subdermal implants, and the intrauterine device commonly known as the loop. Condoms are available at many places of convenience in the clinic and around campus. The SRH services include contraceptives, education on the prevention of sexually transmitted infections including HIV, and the treatment thereof. Contraceptive methods were provided to 12 680 clients, a significant increase from 3 720 in 2021. This is yet another indication that students missed out on these opportunities due to their absence from campus the previous year. The 2022 figure also surpassed the 2019 total of 8 774 clients for FP services.

Emergency contraception and pregnancy testing services

This service is provided on request following inconsistent use of condoms during coitus. In 2022, 116 clients received the morning-after pill. This is much higher than the past two years, owing to more students being on campus. There were 58 in 2021 and 74 in 2020. However, this is much lower when compared to the 223 that were given out in 2019. It shows a 48% decrease in the provision of the morning-after pill. This has resulted in fewer clients being referred for termination of pregnancy, namely 116 this year versus 223 in 2019.

In the past four years, pregnancy tests were the highest in 2019 as these were done for 1 600 clients. This was followed by 356 in 2020, 783 in 2021, and 1 148 in 2022. There has been a downward trend over the years, a 28,3% reduction when comparing 2019 and 2022. The pregnancy rate has also reduced from 326 in 2019, 87 in 2020, and 144 in 2021. The 27,3% reduction can be seen in that 237 pregnancies were diagnosed this year. The comparison is based on pre- and post-COVID-19 years.

Sexually transmitted infections (STIs)

There has been a continual decrease in the number of students treated for STIs. Those treated for STIs were 1 152, which shows an 8% drop in comparison to 2019 where the figure stood at 1 254. This is a good sign considering that the figures for FP visits are high, and this is where information sharing about safe sex practices occurs. It is really giving credence to the work that goes into health promotion.

Cervical cancer screening

Pap smear tests were done in collaboration with the DOH, the City of Johannesburg Health Department, Lancet Laboratories, and a non-governmental organisation called Journeysis. The tests were done on 269



clients, with 34 tests detecting the presence of the human papillomavirus (HPV), which is responsible for cervical cancer, and 16 recommendations for urgent biopsy. A 17% detection rate for possible cervical cancer diagnosis is of serious concern and confirms the high rate of this cancer among women. These tests were done at no cost to the client; we plan to have more initiatives of this nature in 2023.

Vaccinations

The Faculty of Health Sciences students are exposed to infectious diseases during their training at clinical facilities. It is for this reason that most of them vaccinate against Hepatitis B. Other vaccines include tetanus, given when individuals have injuries with potential exposure to the bacteria, *Clostridium tetani*. The other commonly used vaccination available is the influenza vaccine. A total of 218 vaccinations were provided to students, 58 of them being flu vaccines freely provided by DOH. It must be noted that we have previously administered as many as 200 flu vaccines, but the COVID-19 vaccine fatigue negatively affected this year's vaccination drive.

Travel health

Travel health is provided to students travelling on UJ assignments. With COVID-19 regulations lifted and international travel available to all, 237 students made use of the travel health facility. The same service was accessed by a total of 194 clients in 2021, which is a significant increase over 2020 when only 63 students managed to travel elsewhere in the country or internationally. None of the students reported having contracted any travel-related illness on their return. COVID-19 vaccination was encouraged for all those embarking on international travel, as most countries required this upon entry and exit.

Emergency medical care

ER24 provided 354 emergency medical services to staff, students, and visitors who were on UJ premises. In addition, 28 events hosted by UJ were also supported with medical standby for high-risk events. Basic life support training was provided to 20 healthcare professionals. The challenge with this is the increased usage, which necessitates more funding to reduce the risk of unavailability of health services outside of the clinic facilities.

WELLNESS SERVICES

Health promotion

Topics that are discussed include COVID-19, menstrual health and hygiene, healthy eating habits, the use of contraceptives, sleeping patterns, cancer awareness, sex addiction, substance abuse, planning for exams, coping with stress, and the importance of exercise. All these discussions always included information on services available for use within the University and especially within the Centre. The format took the form of in-person dialogues, online social media platforms, and at the residences.

HIV testing services

A total of 8 008 individuals tested for HIV. This is a vast increase when compared to the 2 622 tests done in 2021. However, in 2019, the annual tests stood at 12 733. This is significant because it forces the Centre to aim at surpassing this high number of tests. This will be done by engaging more with non-governmental organisations that provide this service. The availability of pre-exposure to HIV medication is a platform to encourage people to test for HIV. They will receive medication that will support them to remain HIV-negative despite their exposure to the virus. In total, 45 clients tested HIV positive in 2022, and all are on antiretroviral medication. This means we have surpassed the 95% minimum standard according to the World Health Organization.

Promotion of barrier methods to minimise infection transmission

Condom distribution remains one of the core objectives to provide a sustainable measure to prevent STIs and unplanned pregnancies. The strategic locations are bathrooms, corridors, some office areas, student centres, and many other venues with a high movement of individuals. Peer educators are used to ensure that condom containers are filled with male and female condoms. Dental dams, used in female-to-female sexual interaction, and lubrication commonly used in male-to-male interaction, are also distributed, aided by the funding obtained via Higher Health.



Events addressing social mobilisation and inclusion

In 2022, 25 events were hosted compared to 14 in 2021, with a reach of 68 910 from 34 036 in 2021. In-person events were made possible as all students were now on campus with regular university activities in place. The list shows the events with the highest reach in terms of accessing online information and interaction. The online platforms used are Facebook, Instagram, Twitter, and the website.

- Campus Safety Bootcamp (6 400)
- Substance Abuse and Social Crimes (4 010)
- August Mass Testing (25 503)
- High Tea (5 027)
- Stigma Knockout Challenge (5 790)
- Men's Conference (3 680)
- Launch of Centre for Student Health and Wellness and introduction of the director (10 500)
- Cancer Awareness (2 905)
- Student Wellness Expo (2 649)

The evaluation after each event is done by the Centre's marketing and communications officer. This is an essential part of measuring the impact of all events and initiatives; it provides an opportunity to interact with the audience and allows for future improvement. Events with less than an 80% satisfaction rate are discussed further to find areas of improvement.

FUNDING FROM HIGHER HEALTH

In 2019, the Centre applied for funding from Higher Health, an institution whose aim is to support the post-school education sector with health and wellness initiatives; this funding was approved for use in the 2020/2021 cycle. The impact of COVID-19 made it difficult to perform some of the planned activities. Extension of the use of the funds into 2022/2023 was then approved. The funding was used to focus on peer education programmes (men, women, and LGBTQI+), and the COVID-19 response. Thirty-five peer educators received first aid training as part of their development.

IMPACT OF COVID-19 ON SERVICE PROVISION

With the University implementing a mandatory vaccination policy, the Centre supported initiatives to ensure that all staff and students comply with the uploading of vaccination certificates. This was coupled with support in terms of accessing COVID19 vaccination sites, as identified in areas near all campuses. For example, Helen Joseph Hospital, Chris Hani Baragwanath Hospital, Dischem, and Clicks Pharmacies were some of the facilities that provided vaccinations. In March, Clicks collaborated with the University and provided vaccinations on the four campuses. A total of 1 612 COVID-19 vaccinations were provided to both staff and students. The screening of COVID-19 symptoms by the nursing personnel to individuals coming into the University ceased in June 2022, after being in place from September 2020 at the height of COVID-19. Reporting of those diagnosed with COVID-19 remained in place, but there were fewer reports in comparison to the year before. The clinics continue with measures to minimise the potential for COVID-19 infection.

CONCLUSION AND WAY FORWARD

The new Centre will focus on aligning its services to respond to the needs of the University, avoiding duplication of services, and implementing strict and effective use of available resources. The first aid training for students, including peer educators, will be escalated to ensure that basic healthcare can be provided to students. The cervical cancer screening and weekly wellness screening with support from non-governmental organisations will be in place. The Bunting Road Campus clinic location will be reviewed. The memoranda of agreements with the Department of Health, Wits Reproductive Health Institute, and Anova Health will remain in place to ensure efficient support for health services provided within the University.



Bettine Jansen van Vuuren (Prof)
Registrar



Office of the General Counsel

INTRODUCTION

The Office of the General Counsel (OGC) consists of a small team of professionals and was established on 1 January 2016. All the professional members are either admitted attorneys or corporate counsel under the Legal Practice Act 28 of 2014. Mr Dries Pretorius, the current General Counsel, commenced duties on 1 July 2021.

GENERAL ACTIVITIES

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers and employees, whom the Office sees as its clients, in respect of institutional affairs. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission, and values. The OGC assists its clients in conducting the University's business, insofar as this involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on these requirements, but are problem solvers committed to helping resolve issues in a practical, timely and efficient manner and advising on proactive measures to mitigate problems. The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable.

Moreover, the OGC emphasises the need for innovation and creativity by assisting the University in developing new and useful approaches to the challenges and opportunities presented to the institution. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution (4IR).

The main subject matters to which the Office attended during 2022 included:

- Business transactions.
- Commercial matters.
- Educational affairs.
- Contracts.
- Litigation.
- The legal impact of regulations made, and directives issued under the Disaster Management Act 57 of 2002 (DMA) in response to the COVID-19 pandemic, on all activities and functions of the University.
- The successful establishment of the Data Privacy Policy in compliance with the Protection of Personal Information Act 4 of 2013.

The OGC assists all faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.



RENEWED FOCUS

2022 saw the beginning of the rollout of a number of projects to enhance the legal services offering. Some of these projects were:

- Formulation of a dispute learning process, which was drafted and presented to the MEC for the first round of approvals. The purpose of this process is to ensure a formal evaluation of the root cause of disputes to eliminate repeat incidents.
- A review of the privately owned student accommodation (POSA) accreditation and contracting process. This included a complete review and redraft of the POSA Policy to ensure alignment of agreements concluded with POSAs as well as to eradicate the various challenges that have been identified within the domain.
- An ongoing template development project with the focus on reduction of risk and ease of use. Templates that were finalised during 2022 were:
 - Standard Terms and Conditions for Procurement (including the tender and RFQ process).
 - Confidentiality Agreements.
 - Data Processing Agreements.
 - UJ-Owned Property Lease Agreement. Our focus for 2023 will remain on the completion of a suite of agreements in support of core academic business, and completion of the review of student agreements, construction and building agreements and third-party related agreements.
- The POPIA Project, with the purposes of ensuring that UJ meets the requirements of applicable data protection legislation, including the Protection of Personal Information Act (POPIA).
- Various manual and automated systems and processes have been commenced and will be implemented to optimise and support these initiatives.
- Another area of focus will be the adequate resourcing of the OGC so as to equip it to deal with all its duties and address the relevant risks faced by UJ and the OGC effectively and productively.

The OGC is continuously focusing on expansion of new templates across diverse disciplines within the University. The OGC is further engaged in reviewing strategic policies, where required. Transformation in operating procedures, including AI, is to be implemented in the OGC's new ways of work.

Litigation

South Africans are increasingly becoming an ever more litigious society. This was apparent in the higher education landscape as well, and the OGC managed a large number of active matters in the reporting year. The litigation and disputes in which the University was involved covered a wide range of law, including construction law, the law of contract, constitutional law (human rights), and labour law. Litigation stemmed from both the University's academic activities and from support functions.

The OGC has dealt with various general matters of varying complexity, which included disputes from unsuccessful tenderers, giving consideration to and advice on contentious clauses in contracts to which the University is a party, drafting termination notices, dealing with disputes raised by students, drafting and responding to letters of demand, advising on PAIA requests and dealing with the legal issues of the various trusts to which the University is a party.

Regular reports in a clear format were provided to stakeholders, which provided greater clarity as to the status of matters being handled by the OGC. Proactive steps were undertaken by the OGC to begin obtaining advice on evidence in respect of high-risk matters. Within the 2022 period, the OGC saw an increase in litigation matters, including 16 major matters dealt with and 205 general and minor matters.

The OGC continued to take the necessary steps to avert potential action by engaging with stakeholders and advancing mitigation strategies.

Contract vetting and development

No contract is without risk, but when properly managed, contracts may maximise financial and operational performance of the University and may minimise risks and liability for the University. Contract retention obligations are imposed by legislation, and contracts provide evidence for use in possible litigation, mediation,



arbitration, and disciplinary hearings, and in such manner that their admissibility and/or evidential weight is not compromised. The University provides a uniform framework within which the University concludes its contracts by way of the Policy on Contract Development, which incorporates the SOP on Drafting of Contracts.

There continues to be a significant increase in the number of contracts reviewed by the OGC. The OGC reviews and considers contracts for all faculties/departments, support divisions and UJ entities where UJ is a party; these include contracts within the realm of academic activities, focusing on teaching and learning, research and development, and community engagement. At the same time, high volumes of commercial contracts are concluded to ensure the smooth running of a modern city university.

The increasing pressure on the OGC to review contracts remains as 983 instructions were received during 2022 of which 777 were finalised, with a further 58 of these finalised in early 2023. The volume of instructions has drastically increased, and it is currently estimated that far in excess of 1 000 instructions will be received in 2023.

The high-value and potentially high-risk contracts that flowed through the OGC in the past financial year ranged from high-value funding agreements (some of these exceeding R50 million rand in value) to research and collaboration agreements with both local and international counterparties.

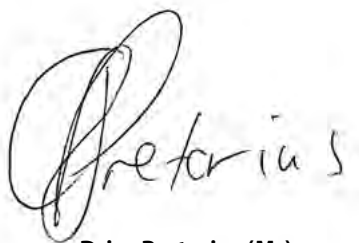
Compliance (POPIA)

The OGC was tasked and mandated with ensuring that the University of Johannesburg (UJ) has an approved Data Protection Policy for full compliance with the Protection of Personal Information Act 4 of 2013.

The purpose of the POPIA Project was to ensure that UJ meets the requirements of applicable data protection legislation, including the Protection of Personal Information Act. This was achieved through the Data Privacy Policy, which seeks to assist UJ to understand what data it collects, why it is collected and how we can update, manage, export, and delete information. The Policy was approved by the UJ Council in September 2022.

The OGC was able to develop a high-quality policy that was narrowed down and accompanied by detailed protocols, which allow for easy development of additional SOPs. The OGC was successful in further achieving the following:

- Providing a clear and working methodology.
- Creating repeatable training material.
- Creating videos to accommodate a much wider audience.
- Developing sample forms and documents to make it easier for stakeholders to navigate around compliance aspects of the act.
- Facilitating the development of a software system to add value and reach a wider audience.



Dries Pretorius (Mr)
General Counsel



Information Communication Systems

OVERVIEW

The Information Communication Systems Division (ICS) is the internal information and communication technology (ICT) service provider to the University of Johannesburg (UJ) and the institution's central ICT Division. ICS provides enterprise ICT systems and services for all UJ staff, students, and partners through efficient and effective planning, implementation, and support for ICT innovations. ICS has 153 employees, comprising management, professional, and entry-level employees.

The ICS Division comprises the following departments:

- Infrastructure and Operations Support
- Networks and Telephony Services
- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- ICT Service Delivery
- ICT Governance and Strategy

SUMMARY OF KEY ACHIEVEMENTS

ICS achieved the following critical deliverables in 2022.

IT risk management

Risk management is an effective instrument adopted in ICS to ensure proactive management of all identified risks. The ICS Division conducts monthly management engagement sessions to thoroughly review and update processes that determine, assess, manage and reduce risks to acceptable levels.

The risk of cyberattacks continues to be the top risk managed by ICS. In addition to this risk, the escalations in load shedding, theft of IT equipment and inadequate capacity of alternative power supply have brought about the risk of IT and business service interruptions. ICS has embarked on various initiatives to minimise the risks as listed below:

- User access reviews are being implemented for all critical IT systems.
- Multifactor authentication is implemented on the Virtual Private Network, Linux systems, Microsoft servers, the UJ website, and O365 for staff and is in progress for students.
- Regular cyber security awareness messages and training interventions are rolled out to the UJ community.
- There is continuous monitoring on the UJ network for service availability and traffic indicating malicious activity.
- ICS is working with UJ Facilities Management to acquire and implement generators to minimise the effect of power outages in identified data centres and IT sites.



ICT compliance management

ICS participated in Phase 1 of the UJ Compliance Management Programme and compiled the first IT compliance universe. Furthermore, ICS initiated the compliance readiness assessment for the Cybercrimes Act 19 of 2020. Further actions are planned for the implementation of the requirements of the Act in 2023.

IT security operations and threat management

The cyber security threat landscape is changing and escalating. TechTarget, one of the leading global networks of technology-specific websites, has identified an increase in urgency for cyber security among top executives for user training and protection, supply chain security, and adoption of machine learning, which are among the top trends expected to unfold in 2023.

ICS continues to improve its cyber security awareness and training programme to provide relevant and empowering messages to help users identify threats better and reduce risk. A pilot for implementing an endpoint security tool, Bitlocker, which encrypts user laptops, was completed successfully. ICS user laptops were the subject of the pilot. The rollout of Bitlocker is planned to be completed in June 2023.

IT project management

Implementation of the ICS project management continued in 2022 with an assessment of the ICS project management practices under the guidance of Infotech, the ICS IT research and advisory partner. The assessment outcomes will be factored into the day-to-day ICS project management processes to align IT projects with IT and UJ strategies.

Telephone upgrade

The telephone upgrade project sought to upgrade to a network-based system for the Soweto Campus. It included the procurement of additional licences and telephone instruments to replace the old analogue and digital technology.

Telephone redundancy

This solution intended to establish high telephony service availability and continuity in case of a service outage in one of the UJ sites and was successfully implemented with a failover capability to initiate telephone calling service from any UJ site if required during outages.

Radio links hardware refresh

The outdated radio linking infrastructure for remote offices and some student residences was upgraded to the latest technology with high speed and improved capacity/bandwidth to give the UJ community better internet and Wi-Fi connectivity.

Architecture governance and content framework

The architecture team used the work on the Governance and Content Framework to operationalise the Enterprise Architecture Forum (EAF) under the Enterprise Architecture Committee (EAC). The Forum presented and quality-controlled the enterprise architecture work done within ICS. The team continued with mapping business capabilities, process models, and value streams for CAA, HR, Finance, Library, and departments within ICS. The team continued its work in 2022, producing business, process, and technology architectures for 30 systems and expanding their skill set and familiarity with the different aspects of architecture.

UJ Wayfinder

The UJ Wayfinder application was published in the Apple and Google app stores and provided wayfinding on the APB, APK, DFC, and SWC Campuses. The app allows the UJ community and visitors to navigate the four campuses to specific points of interest and venues, such as the Madibeng and Library venues, SEC and Student Finance. All four campuses are now available for navigation on the UJ Wayfinder application.

Stress testing

The ITS system comes under severe strain during the annual registration period, due to the number of students using it for registration purposes and back-end processes to support the registration effort. ICS



performs yearly stress tests of the registration and late application process to identify any issues on the system that can slow down or stop the registration process. In 2022, ICS focused on the late enquiry process on the Mobi site to improve performance, and two issues were identified and fixed before the registration process started in 2023.

Web application firewall deployment

A web application firewall (WAF) protects UJ's web applications by filtering, monitoring, and blocking any malicious HTTP/S traffic travelling to the web application. With cyberthreats becoming more sophisticated, UJ will provide an extra layer of protection for its internet-facing applications. The application coverage was expanded in 2022, with additional coverage planned for 2023 and coverage for the DR systems.

Emergency power supply to networking equipment

With increased load shedding affecting the network connectivity and thus the academic programme and administration, ICS, in conjunction with Facilities Management, started a project to provide emergency power to networking equipment during load shedding. The project has steadily increased the availability of network services during load shedding, including residences, lecture venues, and administrative areas.

- APB: 49 of 72 completed.
- APK: 90 of 123 completed.
- DFC: 65 of 110 completed.
- SWC is 100% complete.

The project will continue in 2023 to further expand coverage.

Implementation of multifactor authentication (MFA) for Linux and Microsoft O365

With the emergence of COVID-19 and the requirement to work remotely, the risk that most organisations were exposed to was an increase in cyberattacks. MFA is one of the most effective ways to prevent unauthorised access as it requires additional validation of login credentials during a user's authentication process. MFA was implemented on most of the Linux servers supported by ICS. It requires a two-step authentication mechanism to ensure better security for Linux services. The implementation will be further expanded in 2023. MFA was implemented in the Microsoft O365 environment for permanent staff in 2022.

Reducing server hardware footprint in the data centres

Servers and storage

There is an ongoing effort to reduce the number of physical hardware devices, where possible, to minimise the data centre footprint.

Table 58: Hardware footprint

DESCRIPTION	PRE-2021	DEC 2021	DEC 2022	DIFFERENCE
Servers (physical)	201	189	178	-11
Tape libraries	11	10	3	-7
Storage arrays	22	14	15	-1

Microsoft Azure Cloud Services

The ICS cloud strategy supports utilising cloud services only where cloud services make sense. Cloud services are closely monitored, maintained, and supported; new service requests are handled case by case. During the last Azure commit cycle, ICS increased backup consumption for both ICS and CAT. Backup storage consumed for ICS by the end of December 2022 was 45 TB.

ICS has created two new subscriptions, one for Electrical Engineering and one for the Centre for Academic Staff Development. A noticeable increase in cloud expenditure can be seen when comparing costs from the previous report with the current costs. The monthly cost (USD) incurred on the UJ Azure Subscription from February 2021 to December 2021 averaged around US\$4 000, with a spike to US\$18 000 in May 2021. The



sudden increase is due to backup data moved from the AWS cloud environment to MS Azure. In 2022, the cost increased slightly from US\$5 500 to US\$8 500 due to increased subscriptions.

Student Gmail migration to O365 Exchange Online

All student email accounts were moved from Gmail to Microsoft O365. The migration to O365 improved collaboration between staff and students enabled by using MS Teams and Office products (Word, Excel, PowerPoint). The students can now seamlessly collaborate with UJ lecturers for meeting notes and MS Teams sessions.

Oracle E-business Suite System

The Oracle E-Business Suite is one of the critical systems used for the functionality of Human Resource Management, Payroll, Financial modules, Procurement, and Inventory. ICS initiated a request for information (RFI) process to explore ERP solutions to fit business requirements. The RFI process is in progress and is led by an independent consultant experienced in implementing various ERP implementations. The project commenced in November 2022, and the completion date is April 2023.

ITS Student Management System

ICS completed multiple enhancements to the Student Management System, the most significant of which was the enhancement of a 5-digit pin to reduce the risk of the password being easily exploitable on the following identified systems.

- iEnabler (Applications)
- Voting system
- ARS Late Application System
- Chatbot API

Implementation of the service delivery strategy

ICS continues implementing the IT service strategy, ensuring cost-effective and efficient ICT services to all UJ stakeholders, aligning with the institution's 4IR mandate. The table below shows the overall status of all initiatives identified to address gaps.

Table 59: Service improvement actions per status

STATUS	COUNT
Completed	82
In progress	46
Not started	2
On hold	2
Cancelled	1
TOTAL	133

Audiovisual services infrastructure upgrade

The project's main objective is to upgrade the AV equipment in 79 teaching and learning venues to meet the end-users' expectations and teaching standards. The project entailed the provisioning and installation/upgrade of AV equipment in venues on all campuses where equipment had become faulty or did not exist. All 79 venues were upgraded successfully.

Student computing desktop replacement

ICS has replaced 504 computers in the student computing labs on three campuses (APB, DFC, and SWC). A total of 87 of these computers were replacements in the Faculty of Engineering and the Built Environment (FEBE) labs (G110 and JOB1125) on the DFC Campus. The project ensures a continuous improvement process for the student computing environment to equip the computer labs with modern computers that meet students' expectations.



Comparison of service requests and incidents between 2021 and 2022

The ICS Division provisions support for all IT services through the incident and service request management processes. The incident management process is responsible for restoring IT services that have failed or have been interrupted from normal operations. The service request management process accepts, approves, and delivers user requests for new equipment or standard IT services.

Below are the statistics for incidents and service requests for 2021 and 2022 as serviced by the ICS Division:

- In 2022, 13 086 incidents were logged with ICS where users reported a problem and required ICS to resolve their issues. There was a 58,4% decrease in incidents compared to the 2021 total figure of 31 494. The reduction of incidents by 58,4% indicates the stability of our IT systems.
- The total number of requests for service from ICS for 2022 was 26 693. There was a 34,5% increase in requests for services to be rendered compared to the 2021 total figure of 17 496.

Solution delivery operating model

The ICS Solution Delivery Department uses the agile software development methodology, allowing the development team to incrementally deliver valuable software to the University in manageable chunks while ensuring that the final system is built and delivered in an agile manner. The main benefit of this delivery method is that ICS can be dynamic and evolve with the business within the development process, as the methodology allows for changes during the development process.

The information below highlights UJ's strategic goals and the systems that ICS developed and enhanced during the 2022 fiscal year.

Excellence in teaching and learning

To ensure the security and reliability of the exam papers and student grades, critical systems, including the Management of Marks System (MAMS) and Submission of Assessment Paper Secure System (SAPSS), are routinely evaluated and receive regular improvements. The improvement permitted lecturers to post several papers for the same module and also improved the user experience.

An enriching student-friendly learning and living experience

Implementing the F7 system has proved that there can never be a one-size-fits all reasoning behind appealing an F7 decision or applying for a deferred exam. The system had to be enhanced to allow administrators to explain why an application or an appeal was declined. It also allowed for the remedy of that appeal, allowing administrators to approve previously rejected appeals based on extensive engagements with the student, the SRC, and finally, a decision ratified by the Registrar. Students are also always kept in the loop.

Excellence in research and innovation

The University Capacity Development Grant (UCDG) encourages developing research capacity for academic staff. The system was enhanced to allow UCDG grant recipients to effortlessly provide evidence of the progress of their allocated research to ascertain efficient usage of capacity grants. Removing paper-based progress reports is aligned with UJ's 2025 strategic goals. The University Research Committee (URC) system simplifies the application process for researchers seeking funding for research activities. The URC system was enhanced to allow dynamic digital signatures on approved applications in line with global 4IR developments.

An international profile for global excellence and stature (GES)

The Information Management System (IMS) was created to preserve partnership agreements between UJ and other international institutions, making it efficient to collect, store and search for these collaboration and partnership agreements. Collaboration between UJ and different institutions across the globe remains an integral part of UJ. UJ is an exchange and direct member of ISEP (International Student Exchange Programmes), accredited and recognised by the Department of Higher Education and Training. The study abroad system manages the administration of international exchange staff and student programmes and therefore needs to be continuously enhanced and maintained to increase its efficacy.



National and global reputation management

The Declaration of Interest system was developed with the provisions of Section 34 of the Higher Education Act 101 of 1997, which requires employees to declare in writing any actual or possible conflict of interest they have with the University. A declaration of interest must be recorded on the prescribed form and submitted by new employees. Annual submissions should be captured for other employees before the end of January. UJ enforces this provision by sending out a directive to the UJ community at the beginning of each year for all employees to declare what interests they have that may or may not conflict with the institution.

The Occupational Health and Safety Act of 1993 lays the basis for health and safety in any workplace. According to the Act, employers must take reasonable measures to ensure that the working environment is safe and without risk to the health of students, other employees, non-employees, members of the public, and suppliers with whom they interact. Against this background, the Mandatory Vaccination Online Submission system was developed to provide a framework for declaring mandatory vaccination status by all students, employees, members of the public and suppliers entering UJ campuses.

The Protection of Personal Information Act (POPI Act or POPIA) was promulgated to protect the privacy of personal information against, among others, theft and misuse. The POPIA system allows Corporate Governance to receive incoming requests for personal information and proposals for updates of personal information of students and alumni on one central platform for processing.

ICS skills development plan

ICS embarked on a skills assessment of its staff in 2020 and invested in LinkedIn Learning and Pluralsight platforms to address the skills gaps and requirements to support the ICS strategy and skills demand from the technology industry. Upskilling of employees continued to be a priority as technical skills are always necessary within the environment.

The ICS Earn your Wings programme was created in 2022 to train UJ ICS staff and consists of the following elements:

- Training: Introductory training across all relevant IT disciplines and deep skills around scarce skills will be provided. Industry certifications will be provided for core skills. The aim is to create a T-shaped individual with skills across many disciplines and in-depth skills around one specialisation.
- In-job placement and evaluation: Employees will be allocated to different IT specialisations, and evaluation of on-job performance will be provided.
- The employees will have a home department in ICS.
- External visits: Employees will visit other higher education institutions, ICT departments, and commercial companies to ensure that skills are benchmarked to the market.
- Coaching: Employees will be assigned mentors for internal sponsorship and external coaching to build mental capacity.
- Soft skills: Psychometric profiling will be performed to select employees suited for the different roles, and training around soft skills, like change resilience, conflict resolution, having difficult conversations, will be provided.

In line with the philosophy of building internal capacity, this programme will be a joint venture between ICS, the College of Business and Economics (Applied Information Systems) and Human Capital Management. PsyCaD will provide all the psychometric assessments, and Human Capital Management will create the soft skills training.

KEY RISKS AND CHALLENGES

Risks

- Funding constraints – High costs associated with the implementation and maintenance of infrastructure.
- Scarce skills set – Regular upskilling of staff in hardware on various platforms, as new technologies are developed regularly.
- Human capital constraints – Staff and infrastructure costs are needed to meet the University's strategic objectives and reduce ICS's reliance on external consultants and service providers.

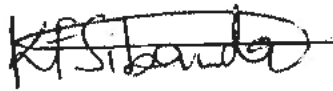


Challenges

- Multi-vendor environment – More time is needed to deploy solutions that are compatible with all technology partners; the following areas are mostly affected:
 - Delivery of network infrastructure (including Wi-Fi) projects due to the changes faced in the compatibility of technologies.
- Consultation services are expensive since it is rare to find technical resources within ICS who are experts in all the technologies.
- Global chip shortage – The global chip shortage affects the delivery dates of computers and audiovisual equipment and sometimes delays projects by more than six months.
- Internal skills development – Building internal skills capacity, including knowledge transfer from service providers.
- Staff retention – The inability to retain critical staff leads to a high attrition rate.
- Enterprise architecture – Embedding enterprise architecture principles and governance processes within ICS and the organisation.
- Cloud technologies adoption – Cloud technologies still pose high costs in specific environments, and planning and analysis are essential before any service migration is attempted.

CONCLUSION

ICS has seen an unprecedented demand for flexibility, affordability, and accessibility of ICT services and systems, which demand continues to rise. At the same time, there is a persistent need for greater computing power and cyber security. ICS needs to leverage innovative opportunities and identify forces shaping the future of the ICT industry, along with the key trends and technologies.



Khathu Sibanda (Ms)

Chief Information Officer



Facilities Management

The Facilities Management Division is a non-academic support division that offers services to faculties, academic support departments, students, staff and other stakeholders. It is tasked with maintaining all academic and support facilities to be functional, accessible, prepared and safe. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields and gardens, and the extension and upgrading of infrastructure in accordance with clients' needs. The objective of support through Facilities Management is to enable improved teaching, learning, research, student life and the development of UJ according to its vision, through the fulfilment of the following six strategic objectives of the University:

- Excellence in research and innovation
- Excellence in teaching and learning
- International profile for global excellence and stature
- Enriching student-friendly learning and living experience
- National and global reputation management
- Fitness for global excellence and stature

The Facilities Management Division is divided into the following departments:

- Campus Management (CFM)
- Central Technical Services (CTS)
- Property Management
- Occupational Safety (OHS)
- Logistics

All departments have the joint aim of promoting UJ as a preferred academic institution of choice for students and staff, by rendering services to support and promote the core business of the University, in whatever form possible, and within the means of the staff and resources available to this Division. The overarching goal of this support is to enable the overall drive for excellence at UJ.

SIGNIFICANT RISKS AND RISK MITIGATION DURING 2022

- High levels of load shedding have required CTS to procure more backup generators, and also to perform a comprehensive service on the cooling system of the backup generators. It was also resolved that the Soweto Campus be given priority in addressing the risk of a prolonged electricity outage, due to repeated cable theft events.



- Water restrictions have also required CTS to procure water deliveries via trucks at significant cost. Projects have been identified to increase the water storage capacity on the various campuses to accommodate 48-hour water interruptions. These projects will receive high priority, and funding requests will be made especially to this end.
- The significant Backlog Maintenance Project is ongoing. Special emphasis was again placed on this, especially at the residences, in order to eliminate some of the recurring backlog issues. This was made possible through additional UJ funding provided by the CFO in 2022, since funding had become a problem: the DHET Infrastructure and Efficiency Grant for 2022-2024 had still not been approved for release of funds, and all indications were that DHET's Student Housing Implementation Programme (SHIP) would receive priority.

STRATEGIC FOCUS AND TARGETS ACHIEVED IN 2022

During 2022, the strategic focus shifted towards the crises experienced on campuses related to power and water security, as reported by many academics. A concerted effort was made to strategise and put in place plans to ensure power and water security. Campus maintenance staff spent extensive time on these issues.

Infrastructure Portfolio

The Building Space Management Policy had been in place in draft format for many years, as previously formalised and approved in principle by MEC during 2016. The Policy has continued to be used as a general guideline for the management of building space. The DHET guidelines in terms of use of space were also referred to with regard to space allocation during 2022. The acquisition of a new building is planned, stemming from a strategic initiative to attract at least 200 postdoctoral research fellows (PDRFs). This followed after the successful occupation of the newly acquired JBS Park building by the Johannesburg Business School, the Graduate School of Architecture and several SARChI Chairs.

Property Management Portfolio

Challenges in this portfolio included backup power generation to student centres as well as housing for the aforementioned PDRFs. The power outages caused by load shedding have confirmed that intervention is necessary and a requirement, should the University want to increase the number of PDRFs. Plans are under way for backup power generation for student centres and for the Mayine residence, which hosts some PDRFs.

Campus Master Planning Portfolio

In early 2021, a consulting team was appointed to start the development of the new Campus Master Plan (to replace the 2013 Campus Master Plan), and a first report was presented to the MEC as the first phase of the new Strategic Development Framework (SDF). The second phase will result in the final SDF required to guide UJ spatial development for at least another decade. While awaiting the final SDF, projects such as the acquisition of the Media24 premises and other possible academic sites continued. For instance, the development of lecture venues in the basement of the Media24 building was completed, which accommodated the move of the Johannesburg Business School and the Graduate School of Architecture, together with a number of SARChI Chairs, into the Media24 in late 2022. The Media24 building was renamed to JBS Park.

Student Residence Portfolio

Two new elevators were installed in both the Magnolia and Moshate Heights residences. Tiling in the common areas and bathrooms of APB Kilimanjaro, Ndlovukazi and Horison residences was completed in time, and was of good quality. Small maintenance projects were completed in four other residences during 2022 as well.

Teaching Support Portfolio

The Devland Campus project is almost complete with only minor works remaining. JBS Park utilisation has increased dramatically after the GSA has moved into the building and the space allocation to various SARChI Chairs has been completed.



Sustainability Portfolio

The initial performance goals of the UJ sustainability projects have been achieved, and Facilities Management started with various other initiatives in 2022, such as the purchase of two electric vehicle buses and further installations of solar PV at JBS Park and Soweto Campus.

Owing to an increase in water restrictions imposed on the campuses, a strategic 48-hour water storage initiative has been launched. The design for this water storage has been completed, and the subsequent installation of the storage tanks will be completed in 2023.

Higher stages of load shedding have also required the University to plan strategic backup/off-grid power solutions for its campuses. Initially, the Soweto Campus will be equipped with a full off-grid power solution. The procurement for this solution is in process. Thereafter, the APB Campus will receive a solution employing natural gas and diesel power generation. The DFC and APK Campuses will then follow.

Occupational Safety Portfolio

The following major risks have been identified and mitigated in 2022.

- Cracks at clinic ramp – ramp demolished.
- Installation of fire equipment at FEBE workshops.
- Fume hood at Metallurgy Lab, Zoology Room 220, and D Lab serviced and working.
- Gas lines at Art Centre replaced.
- Emergency and fire doors repaired at FADA, the G&H venues on APB, Ulwazi and Bram Fischer Buildings, QK Building and John Orr Building on DFC, Extraction Metallurgy, SWC Library and Civil Engineering on DFC.
- Fire alarms and panels installed, updated or repaired: in the Con Cowan Building, Protection Services main control room, B5 Building, at Kilimanjaro, at Duiker Court, Moshate Heights, and at the APK Student Centre.
- New smoke detectors installed at Con Cowan Building.
- Faulty VESDA detectors replaced.
- Sprinkler heads replaced at FADA Library and at APB Library.
- Fire blankets installed at all residence kitchens.

A total of 581 staff members were trained in health and safety matters, and 1 074 staff members in emergency procedures. In total, nine health and safety representatives, 35 fire marshals and 87 first aiders were appointed, while 174 new staff members were inducted into emergency procedures. In total, 18 fire related incidents and 30 injuries on duty were reported during 2022.

OHS conducted 64 evacuation drills in 2022, conducted 12 health and safety reps meetings and 44 safety inspections, and undertook 22 surveys. In total, 6 047 students were trained in emergency procedures, with 11 contractor site inspections and four contravention notices issued to contractors for non-conformance with safety.

Total waste generated in 2022 was 2 097.93T; total waste recycled was 844.33T (40,25%); and total hazardous waste generated was 10 277.54 kg (16.05T medical and chemical waste, 3.112T fluorescent tubes, and 12.506T fat waste). Total hazardous waste recycled was 2 009 kg (19,54%) (fat waste, wet waste (food), cartridges and fluorescent tubes).

A substantive report on Occupational Health and Occupational Safety is found in Section Seven of this Annual Report.

Logistics Support Portfolio

Logistics supported students, academics, support staff and visitors in line with the student/ UJ academic and general events calendar with a 48-hour response time, with transport bookings making use of the various available resources, such as the car pool and the People with Disabilities (PWD) vehicles.

The Logistics Department completed the purchasing of two electric vehicle buses, which will replace two diesel buses out of the fleet of 15 buses used in transporting students. The remaining 13 buses are not owned by UJ, and it is planned to purchase another 13 electric vehicle buses over the next five years. This initiative has attracted significant media coverage and has also reduced carbon emissions.



NOTABLE ACHIEVEMENTS

Facilities Management through the offices of CTS managed various projects during 2022, with 52 projects completed compared to the 44 completed in 2021. While the COVID-19 national lockdown had impacted on project delivery during 2020-2021, delivery has now improved again.

Major capital projects completed during 2022

- APK – JBS Park lecture venue development project.
- DFC new Science and Engineering Building Phase 2.

Notable priority projects completed during 2022

- Upgrading of switchgear infrastructure at APK substation 1, 3 and 5.
- Upgrading of switchgear at DFC main substation.
- DHET Infrastructure and Efficiency Grant (IEG)-funded student residence refurbishments.
- Karibu Jamii fire damage rectification.
- APB residence refurbishment Phase 2 (gas boiler replacement).
- Goudstad refurbishment.
- Duiker Court fire damage project.
- Robin Crest structural repairs.
- APK Protection Services old control room alterations.
- APK Student Centre fire damage renovations.
- SWC Library roof replacement.
- APB gym, basketball and biokinetics roof.
- John Orr Labs chemical storage cabinets.
- DFC Lesedi residence structural repairs.
- Lesedi residence waterproofing.
- DFC assessment of as-built services and utilities reticulation.

Normal projects completed during 2022

- Backup power requirements for Devland Campus.
- Rehabilitation of the Padda Dam.
- DFC Library Makerspace.
- Wayfinding signage at the DFC John Orr Building.
- Construction of a PWD access ramp at Louisa Street House No. 5.
- Kampong building demolition on APB.
- Demolition of structures above day house.
- DFC Lesedi residence structural repairs.
- DFC John Orr 1110 alterations and renovations.
- Installation of a blind pedestrian walkway on APK.
- DFC quadrum repaving.
- SWC Imbizo internal painting.
- DFC Sherwell and Joe Slovo entrance gates upgraded.

Land use compliance projects completed in 2022

- JBS Park consolidation and approval of the surveyor general diagram.
- JBS Park site development plan.
- DFC new Science and Engineering building site development plan.
- Kampong building heritage approval for demolition and demolition certificate.
- Replacement of original title deeds for various properties.

Maintenance Management Portfolio

The CTS manages the Service Desk and Archibus Maintenance Management System in order to improve the delivery of maintenance services, and to maintain a comprehensive maintenance strategy. Comprehensive



maintenance consists of two main activities: reactive (unplanned) or on-demand maintenance, and scheduled/planned preventative maintenance.

The CTS Maintenance Service Desk uses the Archibus system to manage reactive (unplanned) on-demand maintenance, as well as scheduled preventative maintenance. During 2022, Archibus was upgraded to the newest version allowing the University to access additional reports and view the status of the portfolio remotely via an app-based reporting system.

For on-demand maintenance, 34 447 requests were logged in 2022. CTS monitors response time by the campus maintenance teams through the service-level performance score (SLPS), which is a composite score that measures maintenance service response against multiple priority levels. The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed, and closed were used to calculate the SLPS figures with the aim of achieving a target of 3.5 (3 for acceptable and 5 for excellent).

Scheduled maintenance is identified as either planned or preventative maintenance. Preventative maintenance compliance refers to the percentage of issued vs completed preventative maintenance work orders for each month. During 2022, preventative maintenance compliance on all campuses averaged 75,73%. This is lower than 2021, where all campus preventative maintenance averaged a compliance level of 84,58%. This drop is due to the considerably increased numbers of people on campus.

STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Facilities Management had the following engagements with external stakeholders during 2022:

- City Power, to resolve billing discrepancies and to ensure compliance during construction projects.
- City Water to attempt to address sewer problems on the APB Campus.
- The CoJ Building Control Office, to resolve difficulties in respect of occupational certificates, and to plan submissions and site development plans.
- Continuous consultation with the Johannesburg Roads Agency (JRA), Johannesburg Development Agency (JDA) and Johannesburg Property Company (JPC), with regard to current and future development projects by both the CoJ and UJ.
- Continuous liaison with ward councillors regarding the following: Community and City Council projects, UJ projects and their impact on the community and surrounding environment, facilitation of collective projects and forums, e.g. improvement task teams, rejuvenation and refurbishment of wards, servitudes, street children, traffic intersections, DFC/APB surrounding projects, Egoli Gas development and corridors of freedom projects.
- The Department of Higher Education and Training – remote/virtual meetings about the IEG funding instrument and project performance.

In conclusion, 2022, once again a normal year after the pandemic, was a year filled with renewed enthusiasm by the staff in all the Facilities Management portfolios.



Mpoti Ralephata (Dr)
Chief Operating Officer



Protection Services

The purpose of this report is to provide an executive summary for the 2022 annual report to DHET relating to significant accomplishments, challenges, and high-priority suggestions for improvements.

SIGNIFICANT ACCOMPLISHMENTS

Averted disruption of the academic programme and successful protection of all UJ premises

South Africa has a long history of student protests in institutions of higher learning. In recent years, there has been a wave of student protest action, particularly at the beginning of the academic year. The significant demands of protesting students during and just after academic registration across the country are similar. However, the primary demand has been more financial support from the National Student Financial Aid Scheme (NSFAS). Other student demands include quality accommodation and transport for students from student residences to campuses, and low accommodation and tuition fees. Furthermore, students demand that past tuition fees be cancelled to allow them to register for the new academic year.

Student protests in 2022 disrupted classes at several higher education institutions across South Africa when protests broke out over registration difficulties, financial exclusions, and also vaccine mandates. Similarly, UJ experienced mobilisation attempts and student protests on and around campuses over NSFAS allowances, privately owned student accommodation, mandatory vaccination, and lack of water and electricity. Protection Services reported and managed 13 protest incidents in conjunction with Student Affairs, thereby averting the escalation of these protests. Most of these protests were relatively peaceful, except two, which resulted in damage to property and confrontations requiring minimum force to disperse the protestors.

The most serious instance occurred on Soweto Campus (SWC) in May 2022. This protest action coincided with a scheduled graduation ceremony on campus. Students were aggrieved by an extended power outage on campus caused by the theft of municipal cables. Protection Services and Student Affairs members engaged students, asking them to open the gates, but students refused. As a result, the Public Order Police (POPs) were called in to assist in managing the protest. Students pelted bricks and other items at the POPs, which resulted in the POPs discharging tear gas and rubber bullets to disperse the students. The graduation ceremony was delayed by an hour but then was able to proceed without interruption, to the joy and satisfaction of graduates and attendees alike.

COVID-19 compliance and Mandatory Vaccination Policy implementation

Protection Services played an integral role in implementing and enforcing UJ's Mandatory Vaccination Policy (MVP). These efforts assisted the University in achieving a compliance rate of well over 90% for staff and students.

- Protection Services implemented scanning and verification of COVID-19 vaccination certificates on the Nimbus mobile scanning system, which allowed security officers at the entry points to verify the vaccination statuses of staff and students coming onto campus.



- In conjunction with Information Communication Systems (ICS) and the Centre for Advanced Technologies (CAT), Protection Services successfully integrated the Nimbus and uLink systems to update and upload vaccination certificates of staff and students captured at the campus gates onto the uLink platform.
- Furthermore, the system automatically suspended the profile of students and staff who did not comply with the MVP.
- Protection Services optimised and streamlined the access control system to reduce the time for student cards to be issued and activated, thereby reducing the long queues formed by prospective students at the card enrolment centres during the registration period.
- Protection Services issued 20 000 cloth masks to staff, students and visitors during the first quarter of 2022.
- Protection Services scanned and verified 32 247 vaccination certificates for staff, students, and visitors.

Capacity building and training

To ensure the development and capabilities of individual staff members, the enhancement of efficiency for Protection Services and better staff retention, Protection Services sent staff members for the following training:

- Protection Services leveraged its stakeholder relationship with the South African Banking Risk Information Centre (SABRIC), where SABRIC trained all six compliance risk and enforcement team members. The members were trained on the modus operandi for banking/financial crime (card fraud schemes and scams, digital banking crime, etc.) and the investigation methodology for these crimes.
- Six managers and five staff members were successfully trained in firearm competency.
- Protection Services conducted ongoing training of members in fire safety and the use of fire suppression equipment, and a private firefighting service provider was appointed to support Protection Services and the City.
- Ten Protection Services members were trained as locksmiths, which is a scarce skill. This initiative was implemented in conjunction with Human Capital Management.
- Systems technicians completed their boom-gates training.
- A total of 20 Protection Services members attended training of the Incident Management Systems (IMS).

Effective stakeholder management

Protection Services also enhanced its capacity building with the SAPS Social Auxiliary Department to combat GBV within UJ and the communities surrounding the University. To this end, in collaboration with SAPS, the Social Auxiliary Department has scheduled awareness campaigns to roll out in March 2023.

Protection Services approached the Special Investigating Unit (SIU) to create a stakeholder relationship. The primary mandate of the SIU is to investigate serious allegations of corruption, malpractice, and maladministration in the administration of government institutions, government assets, and public money, as well as any conduct that may seriously harm the interests of the public, and to recover any financial losses suffered by government institutions through civil litigation. The relationship with SIU will enhance capacity building and training of UJ investigators and first responders within Protection Services, among others. The signing of the MOU is to be concluded early in the 2023 academic year.

In Q3, improved coordination with SAPS Brixton occurred due to engagement with the new station commander. A primary area of focus has been privately owned student accommodation (POSA), which SAPS has indicated is a significant source of criminal and nuisance complaints in the Brixton police precinct. The information provided by UJ has already assisted in changing the human resource demand planning requirements that Brixton submits to Gauteng SAPS. It may result in additional police officers being allocated to SAPS Brixton.

Successful investigation into reported incidents

In total, 852 incidents were reported both on- and off-campus during the period under review. Of these, 621 incidents were investigated and closed. The investigation into these reports yielded the following results:

- 13 staff members were investigated and charged with theft of private or UJ property; nine were dismissed.
- A Protection Services staff member was dismissed for sexual harassment of a UJ student. The Commissioner upheld the dismissal during the CCMA arbitration.
- A UJ student involved in a GBV case was convicted and given one-year imprisonment.



- A student was expelled for ten years, with three years being suspended, for three separate counts of sexual harassment incidents on DFC and one on APB.
- A student was expelled for four years for the prohibited possession of dagga on campus.
- Two students were expelled for three years for identity fraud.
- One suspect was arrested for trespassing on campus on 1 June 2022 and handed over to SAPS.
- One public member was arrested for attempted theft of roof sheets on APB; the case is ongoing in court.

Protection Services conducted awareness campaigns (outlined below) against criminal acts and will engage in targeted awareness campaigns in the new academic year.

Hosting of internal and external events

Protection Services successfully hosted 874 events during the 2022 academic year. Protection Services also hosted 30 high-profile events, including:

- Inauguration of the new Chancellor: Dr Phumzile Mlambo-Ngcuka.
- NEMISA Data Science Hackathon.
- Launch of Artificial Intelligence Institute at JBS (see below).
- World Congress of Constitutional Law.

Launch of Artificial Intelligence Institute at JBS (4IR Artificial Institute TUT & UJ)

Owing to supply chain challenges relating to the externally appointed service providers, Protection Services (both Operations, and Compliance, Risk and Enforcement [CRE] Units) were required to lend additional operational support for the planning and management of the event as part of the overarching safety and security responsibility. The launch was the first major event at the Johannesburg Business School (JBS).

Finalised planning and event risk assessments for student registration 2023

Protection Services finalised the planning and event risk assessments for student registration 2023. The plans for all four campuses were presented to the Joint Operations Committee (JOC) and approved. All campuses were categorised as medium risk, meaning that the local police station deploys members from their VisPol Unit.

Key security projects implemented

- DFC gatehouses security upgrade – completed.
- The construction of the new investigations office in Q1 2022 – completed.
- CCTV backlog maintenance project – completed.
- Impro access control: Portal system upgrade project – completed.
- JBS Park main entrance access control – completed.
- Akanani residence CCTV upgrade – completed.
- Robin Crest residence CCTV upgrade – completed.
- Project for the new south-east perimeter fence at APB – completed.
- Projects to improve APB Campus and West Sport field camera surveillance – completed.
- Security systems at the DFC Science and Engineering building commissioned – completed.
- Devland Campus security systems installation project initiated – under way.

2022 recruitment

Protection Services made the following mission critical appointments:

- Appointed the Campus Manager responsible for managing Protection Services operations on APB.
- Thirty-two positions filled on the P17 Level.
- Obtained approval from the Management Executive Resourcing Sub-Committee to create and fill an Events Coordinator position. This is a key position in ensuring event risk management compliance and will be filled in Q1-2023.

Protection Services officials elected to professional bodies/forums

As part of Protection Services' endeavours to ensure the attainment of the UJ strategic objectives of global excellence and stature, Protection Services put forward several colleagues for election onto professional bodies or forums.



- Ms Busisiwe Mtsweni, Director: Compliance Risk and Enforcement, was elected as the first female president since the establishment of CAMPROSA (Campus Protection Society of Southern Africa). CAMPROSA represents 24 of the 26 major institutions of higher learning in Southern Africa.
- Ms Grace Nkosi, Protection Services Investigator, was elected Deputy Chairperson of the Governance portfolio for the Community of Practice (CoP) against gender-based violence.
- Mr Taariq Kagee, Protection Services Director: Operations, was elected to the Executive Committee of the Gauteng Provincial Security Managers Forum, representing the higher education sector.

Other achievements

- Protection Services commenced with resourcing the Protection Services structure as per the Protection Services Collective Agreement.
- Protection Services representatives advised Walter Sisulu University on their security systems upgrades.
- Completed demolition, managed by CTS, of the two derelict structures at APB perimeters.
- Risks assessments for the privately owned student accommodation (POSA) offices.
- Protection Services completed construction of the new investigations office to cater for expansion linked to the 21st Century review.

CHALLENGES ENCOUNTERED

Gender-based violence (GBV)

Gender-based violence (GBV), particularly violence against women, is a relentless and universal pandemic. Regrettably, UJ is not immune to occurrences of this type of incident. During the 2022 academic year, Protection Services received notice of 25 GBV incidents. This equates to an increase of seven incidents directly investigated by Protection Services compared to 2021. The 25 cases had the following outcomes:

- Two cases are ongoing with SAPS.
- 11 cases were referred to Student Affairs: with the following outcomes/status.
 - One suspect received a one-year jail sentence.
 - Three accused were expelled from the University with immediate effect for a period of ten years, of which three are suspended. They can only register at UJ again in 2029.
 - Seven cases are still under consideration.
- Of the remainder, two were withdrawn, in seven, investigation is ongoing, one warning was issued and two cases were closed undetected.

Some incidents were reported directly to the Transformation Unit without being referred to Protection Services for investigation, as students only wished to resort to counselling.

GBV awareness campaign

Creating awareness and supporting survivors of such incidents is an essential priority for the University and Protection Services. Protection Services created awareness campaigns on different platforms.

Power outages

Ongoing power outages are a significant risk to Protection Services operations. The ICS switches that run the CCTV cameras and access control devices are not connected to emergency backup power. All devices connected to those switches go off during power outages and cannot be monitored remotely, causing a loss of data and no footage if an incident occurs. Access control devices, such as readers and booms at the campus entry gates and other entry points, are also off due to a lack of power.

To mitigate this risk, Protection Services started a project to install backup power at essential access control entry points and ICS switches that manage CCTV cameras across the campuses. This will ensure that security systems in these critical areas remain operational during power outages.

Fire incidents

The implementation of regular firefighting training has improved Protection Services' readiness to respond to incidents. In Quarter 3 of 2022, SWC had four fire incidents impacting campuses, and in all incidents, Protection Services members extinguished the fire without damage to property or injuries. The Campus Manager and



the Campus Director will highlight the vegetation management issue, as all incidents were grass fires.

Appointment of private fire service

As a result of the well-reported shortage of fire engines in the City of Johannesburg's Emergency Management Services (EMS), Protection Services undertook a process to appoint a private fire service as an interim measure for an initial 12 months. Fire Ops SA was appointed in December 2022 to provide a capability to augment Protection Services members in firefighting, with a particular focus on structural (building) fires. The service provider must ensure an equipped firefighting team within 20 minutes of activating on four campuses.

E-payment fraud

Protection Services received and investigated 116 allegations of e-payment fraud. These payments were made fraudulently through uLink from unknown third-party account holders.

A criminal case was registered with Brixton SAPS with case number CAS 114/7/2022. The UJ investigators will continue to work closely with the SAPS investigator and his team on this case. The preparation for the arrest of the identified suspects is under way.

In total, 109 investigation reports were handed over to Student Affairs, who advised that the students involved in this fraud were charged.

Crime both on- and off-campus

Comparative statistics

Crime remains a challenge for Protection Services. In total, 852 incidents of crime were reported both on- and off-campus during the 2022 academic period. This reflects an increase in reported crime statistics compared to the previous four years.

However, the increase is attributed to the 116 incidents of e-payment fraud, which were only sent to Protection Services for investigation in 2022. The remaining 736 cases for 2022 translate to a slight decrease in statistics (2,3%) compared to pre-COVID baseline in 2019. Table xx below reflects four years of comparative statistics.

Table 60: Four-year comparative statistics

PERIOD	Q1	Q2	Q3	Q4	TOTAL
2022	159	208	323	162	852
2021	73	106	82	118	379
2020	197	22	77	86	382
2019	154	202	214	183	753

Of the 852 incidents reported during the period under review, 621 incidents were investigated and closed, while investigations into 57 other incidents are ongoing.

Theft by the owner's negligence and false pretences

Students continue to neglect the care of their belongings (mainly electronic) and trust strangers with their mobile phones. A total of 220 incidents of theft due to the negligence of the owner (207 on-campus and 13 off-campus) were reported, as well as 25 theft pretence cases. To address this challenge, Protection Services presented a proposed policy and mitigation measure to the MEC for approval.

Crime off-campus

The safety and security of staff and students outside the campuses' confines remain a significant challenge. Staff and students are targeted primarily for their electronic devices and bags.

Of these crimes, the highest off-campus occurrence is common robbery, with 53 reported cases, followed by armed robbery, with 32 reported incidents – a substantial increase compared to 2021. APK was the campus with the highest number of reported cases of both armed robbery off-campus, and common robbery off-campus.



It is noted that incidents are being displaced further away from the campus. This is attributed to UJ's City Improvement District (CID) initiative, which commenced at DFC and will be rolled out to other campuses.

Enhancement of the City Improvement Districts (CIDs) Project

In 2021, Protection Services reported that in November 2020, it had implemented the first phase of a CID at DFC in conjunction with the NGO Urban Space Management (USM). Phase 1 included the deployment of private security officers to patrol the DFC-CID area, the optimisation of safe route patrol vehicles, and the deployment of a cleaning team to ensure that the area is cleaned and to report any municipal management issues, e.g. defective lights, potholes, running water, lack of waste collection.

During 2022, Protection Services optimised using Fidelity personnel around Auckland Park Campuses, including JBS Park, JBS Towers, and the APB/APK City Improvement District. Since the deployment of Fidelity security officers in the APB/APK-CID, there has not been a single incident reported in the period under review along any of the routes covered in Auckland Park during deployment periods within the CID area.

Similarly, on DFC, since the Q3 deployment of an additional four SSG security officers from SSG in the expanded zone of the DFC-CID to cover the area between campus and the UJ student residences, no incidents have been reported. Additional cameras have now been installed on the exterior of Robin Crest and Akanani residences to improve the high pedestrian route of Charlton Terrace/Saratoga Avenue.

Fire incident at POSA offices

A case of arson was reported at ABP POSA offices where the suspect entered the POSA offices, poured petrol, and set fire to the building. The suspect was apprehended, and a case was opened with Brixton CAS 183/08/2022. The suspect pleaded guilty in court for committing the offence and was sentenced to eight years in prison.

Other challenges

- Delays in access card capturing and enrolments during the student registration period, due to software errors with high volumes of enrolments being done simultaneously. Errors were resolved, drastically improving the capturing and enrolment process.
- The deactivation of biometrics as part of two-factor authentication (2FA), meaning that some students could not be uniquely identified at access points. In Q4 of 2022, Protection Services obtained MEC approval to reactivate biometrics in 2023.
- Traffic lights at the SWC main gate were out of order for an extended period.
- High rate of P17 positions that are filled by temporary staff.
- Self-service safekeeping venues and locker areas require increased camera surveillance – Protection Services has since installed additional CCTV cameras at some areas.
- Delays in delivering digital mobile radios due to the global chip-set shortage.
- Increased volume of medical responses required on- and off-campus.

FOCUS AREAS

Protection Services will focus on the following initiatives for 2023:

- Preventing organised crime on and vandalism of University property.
- Upgrading and refreshing ageing security infrastructure and systems.
- Preventing and limiting the spread of gender-based violence.
- Continuing training and development of Protection Services staff.
- Enhancing the Protection Services investigations service.



André Arendse (Mr)

Senior Director: Protection Services



WE TREAT EVERYONE WITH RESPECT

WE NURTURE AND ACTIVELY
PROMOTE AN ETHOS OF
HONESTY, TRANSPARENCY,
ACCOUNTABILITY AND FAIRNESS
IN ALL OUR ENDEAVOURS.

As a collective

Accounta

ETHICAL FOUN

WE SHARE A VISION AND AN IDENTITY THAT EMBRACE DIVERSITY

WE DO NOT JUDGE PEOPLE ON RACE, C

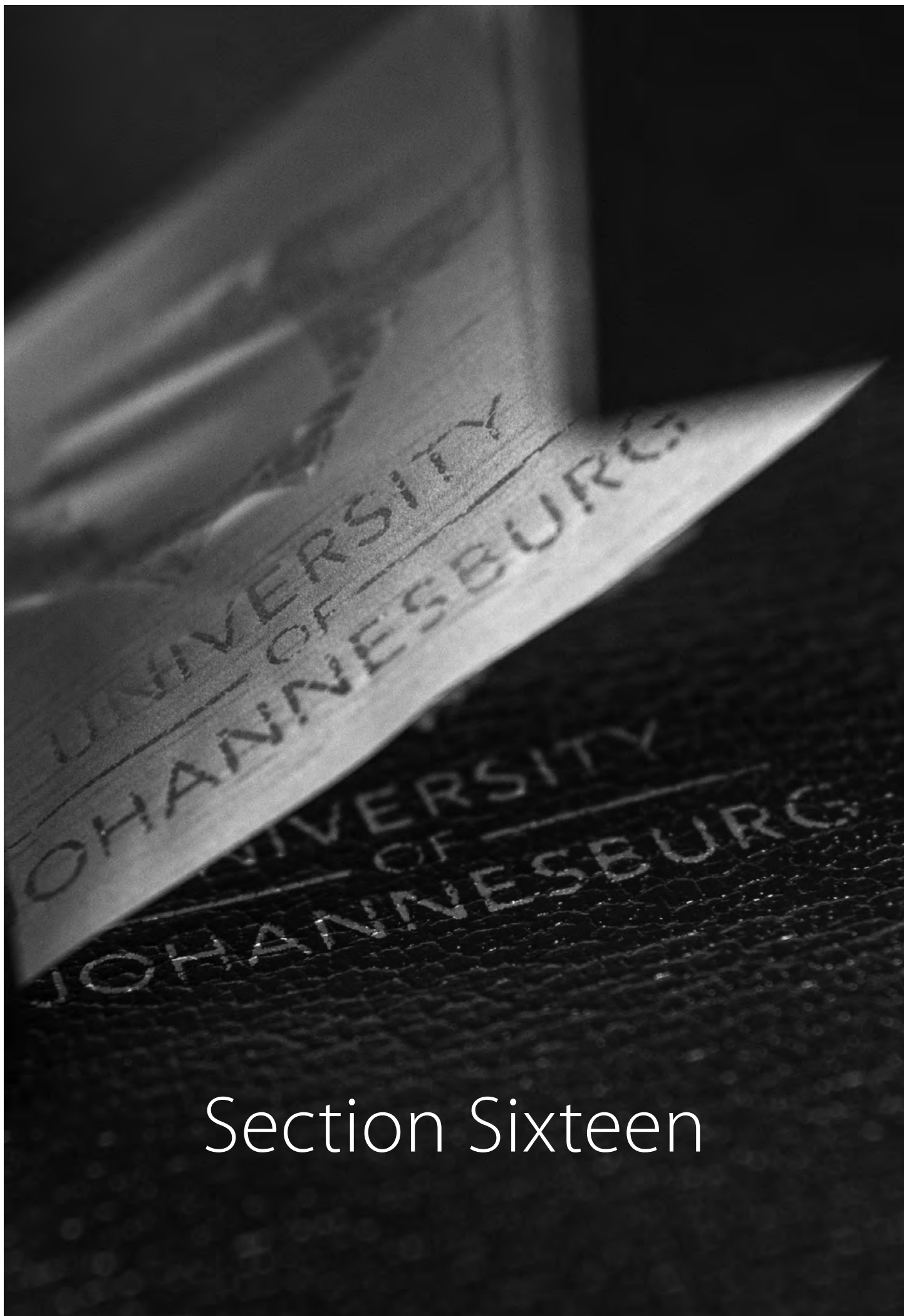
WE TAKE RESPON

Transparency

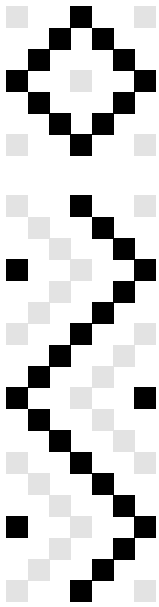
WE WILL BE TRANSPARENT IN ALL
OUR ACTIONS BY BEING UPFRONT
AND VISIBLE ABOUT THE ACTIONS
WE TAKE THAT ARE CONSISTENT
WITH OUR VALUES.

WE CONDUCT OUR BUSINESS ETHICALLY

WE ARE PROUD OF OUR UJ FACILITIES



Section Sixteen



Financial Sustainability

OVERVIEW

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

- Policy framework
- Governance framework
- Financial risks and risk management
- Focus for 2022
- Financial performance

POLICY FRAMEWORK

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

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

GOVERNANCE FRAMEWORK

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

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

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



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

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

- Financial Governance and Revenue
- Finance Expenditure
- Revenue Administration, which comprises Student Finance and Institutional Fundraising

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register in 2022, as monitored by MEC and Council:

- Financial sustainability of the University as influenced by:
 - Poor economic growth, exacerbated by the geopolitical polarisation and macroeconomic volatility, caused by a combination of the COVID-19 pandemic, the Ukraine conflict, and supply-side constraints, resulting in higher inflation, increased interest rates as well as currency and market volatility. The ultimate impact of this on the University is the decline in funding available from the State for subsidies and other grants, increased levels of irrecoverable student debt and suboptimal return on investments.
 - Escalating electricity and water outages on our campuses that continue to put additional strain on our limited financial resources.
 - Decline in externally generated funding for scholarships and contract research.
 - Suboptimal occupancy of University residences as a result of external competition.
 - Inadequate funding for the missing middle students and increasing demand for free education resulting in an increasing trend of non-payment of fees by this group of students.
 - Continued uncertainty around university fee increases in the future.
 - Increases in staffing costs resulting from the scarcity of and high demand for qualified academic and professional staff, as well as the organised labour demands for salary adjustment.
 - Ageing infrastructure.
- Stringent cost control measures and continuous exploration of alternative sources of income and student funding are in place to mitigate the financial sustainability risk.
- The intended centralisation of disbursement of student allowances and accreditation of accommodation, despite the continuing inefficiencies in NSFAS administration processes, expose the University to the risk of student protest. We continue to engage with NSFAS, DHET and the student body to mitigate this risk.

Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term.

These risks are actively managed through the MEC, FSCC, ARCC and the ICC. Strategies adopted to manage these risks include:

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



Financial sustainability risks associated with student funding

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

We have previously highlighted the risk posed by the growing number of students qualifying for NSFAS nationally, the increase in national unemployment figures and the poor economic growth to the level of future subsidy funding allocations. The risk extends to DHET block and earmarked grants, NSFAS bursaries as well as National Research Foundation (NRF) grants and bursaries. As anticipated, the impact of this risk was realised in the year under review through a further decline in the allocation of our subsidy income (block and earmarked grants), which decreased by 2.47%

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

Our fees increased by 4.23% and 6.23% for tuition and residences, respectively. This is in line with the recommendations by the Minister of Higher Education, Science and Technology. Our tuition fee income increased by 4.27% compared to the previous year, because of the introduction of new subsidised and non-subsidised programmes. While we saw an improvement in the occupancy rate of our residences as an indication of recovery from the impact of COVID-19, external competition still saw this rate at 87%. Residence fee income was 16.51% higher than the previous year, but 13% below expectation. Strategies are in place to ensure maximum occupancy in the future.

A significant risk that has emerged over the past year is the high inflation rates, which have seen the Minister recommend a lower than inflation increase in our fees for 2023. Considering all the other contributing factors to our financial sustainability mentioned above, fee increases below inflation are clearly not sustainable.

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

Student debt

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

Our student debt has increased significantly over the past five years, particularly for students who are no longer registered with the University. The outstanding debt from cash paying students has remained static at 11.4% of fee income in 2022 (2021: 11.3%), with a significant increase in debt due from students no longer registered with the University. The total outstanding debt as at year-end amounted to R667 million (2021: R575 million), with non-registered students making up R401 million of this.

Collecting student debt on time remains a challenge with students who tend to postpone the settlement of outstanding debt until registration for the next year. It is a priority of the Finance Portfolio, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students.

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

Inadequate student funding

UJ received an allocation of R2.5 billion from NSFAS in 2022 covering tuition fees, accommodation, meals, books, and other living allowances for 25 192 students. This funding goes a long way to mitigate our risk of irrecoverable student debt; however, the timing of communication of funding decisions continues to be a



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

Despite the state interventions in place, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid for registration fees for 4 454 students who would otherwise not have been able to study in 2022. This amount was further complemented with funds raised through the Institutional Fundraising Unit. Despite the tough economic climate, the University still raised a remarkable R398 million (2021: R357 million), with a steady increase in funds generated from corporate South Africa and internationally.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 17.4% of our operating budget allocated to financial assistance for low income and missing middle students.

Increase in staffing costs

The scarcity of and high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and to balance this with affordability is critical to our long-term financial sustainability. The volatility in and the unprecedented high rates of inflation pose a risk to our ability to meet demands of organised labour for annual salary increments.

Ageing infrastructure

It is important to note that the UJ Council also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. The decline in funding allocation and the reprioritisation of funding received by DHET have meant that no Infrastructure Efficiency Grant funding was made available to universities in 2021 and 2022. This has severely decreased resources available to maintain our infrastructure and it requires urgent attention. Our focus on maintaining an adequate level of reserves, on which investment income is earned, is required to fund the expenditure on infrastructure maintenance. The uncertainties above pose a risk of the University not being financially sustainable at both the operating and reserve levels.

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.

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

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 the University's receivables from students and clients. Owing to the wide spread of our students and clients, the University has no significant concentration of credit risk arising from its contractual obligations.

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. As already indicated above, this risk is ever-increasing as students expect free tertiary education.

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 students 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 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 guaranteed state subsidy also assists in managing this risk.

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 rand. Management has introduced a policy that requires that all material foreign currency transactions 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.

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 the University's fund managers manage all long-term investments, including capital and money market investments, 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 Finance Committee of Council, with the assistance of the 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 MEC and ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.



FINANCIAL PERFORMANCE

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

The University has achieved an operating surplus of R367 million on budget cost centres, against a budget operating deficit of R112 million. The income generated during the year was in line with our budget at 100% (budget: R4.994 billion vs actual R5.000 billion). This is largely due to the tuition fee that came in higher than budget as a result of new programmes introduced in the year; as well as higher than budgeted investment income resulting from improved investment strategies. Our residence fee income was lower than budget because of low occupancy due to external competition.

Our actual expenses for the year were at 90% of budget (budget R5.106 billion vs actual R4.633 billion). A large component of the saving is from projects that were planned for the year but were subsequently reconsidered, and vacant positions not filled during the year.

Our commercial entities performed well, with Resolution Circle continuing the upward trajectory, realising a surplus of R16 million.

Despite the market downturn throughout a significant part of the year, for the medium- and long-term investment portfolios, positive sentiments in the local equities market during the last quarter of the year resulted in recovery of losses suffered in the first three quarters. This resulted in net 1.43% and 0.96% increase on 2021 market value for the University and UJ Trust, respectively.

The comprehensive and consolidated operating of both the budgeted and the non-budgeted cost centres as well as subsidiary entities is a surplus of R325 million (2021: R1.339 billion). Our financial position remains strong with consolidated net assets of R9.4 billion (2021: R9.2 billion). The amount spent during the year on infrastructure developments is R217 million.

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

Council-controlled reserves at year-end amounted to R3,163 billion (2021: R3.179 billion), which represents 118% of annual permanent remuneration. The Council-controlled reserves are earmarked for infrastructure maintenance and expansion, and critical new posts, to the extent that the level of these funds does not go below 60% of annual permanent remuneration.

Our liquidity position also remains satisfactory with the ratio of our current assets to current liabilities at 1.24 down from 1.39 in 2021.



Nolwazi Mamorare (Ms)

Chief Financial Officer



Financial Governance and Revenue

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Load shedding, high inflation, increased interest rates, increased ethics hotline reporting, increased assurance engagements, continuing economic and business uncertainty. Business continuity management enhancements, alternative energy sources, budget reprioritisation, investment strategy implementation, cost optimisation, and internal controls enhancement. These are the trends that informed the activities within the Financial Governance and Revenue (FinGov) Division in 2022.

FinGov effects financial sustainability, viability and stability through revenue management and reporting; translation of strategic objectives into a financial plan; translation and management of uncertainty associated with events that may prevent the University from achieving strategic objectives; strengthening of control environment; financial reporting; investment and cash management; and financial management support to UJ community and related parties.

The activities of the Division continue to be primarily informed by Strategic Objective Six of the University's Strategic Plan 2025 with a key focus on financial stability, viability and stability, promotion of good governance, transformation and empowerment and entrenching strategic partnerships internally and externally, as we seek to be a world-class, empowered, strategic partner. As a result, the key KPIs monitored by FinGov were attained as follows:

Table 61: KPIs monitored and attained by FinGov

KPI #	KPI	2022 TARGET	2022 DECEMBER (AS AT 30/01/23)	2025 TARGET (ORIGINAL)	FINGOV DELIVERABLES
16	Surplus generated from commercial activities (R#)	R10 million	R18.8 million	R30 million	Commercial entities – Financial management and governance support
66	Year-end surplus in relation to annual budget for the reporting year and five-year plan (R#)	(R112 million)	R379.2 million	R20 million	Annual and five-year budget compilation, in-year monitoring and financial management support and reporting; resource allocation initiatives



KPI #	KPI	2022 TARGET	2022 DECEMBER (AS AT 30/01/23)	2025 TARGET (ORIGINAL)	FINGOV DELIVERABLES
67	Level of external funding and investment returns (as a percentage of the operating income) (%)	20%	20,1%	10%	Implementation of investment strategy and in-year monitoring and reporting support on externally generated funding
68	Externally generated funding (R#) (incl. external research funding) [amended definition]	R1 billion	R1 billion	R200 million	In-year monitoring and reporting support on externally generated funding
69	Minimum Council-controlled reserves at year-end (R#) (at least 50% of the budgeted permanent remuneration)	R1 876 million	R3 099.7 million	R1 300 million	In-year monitoring and financial management support and reporting, including business case viability and equity analysis
71	Financial assistance to low-income and missing middle students (as a percentage of the budgeted operating income) (%)	10%	8%	9%	In-year monitoring and financial management support and reporting
73	Percentage of the operating budget invested in the academic and academic support services (2019: based on total budget)	59%	62,2%	60%	
74	Total employment costs (as a percentage of the operating income) (%)	64%	56%	61,5%	
87	Number of risks over 16 (residual risks) (#)	10	11	10	Risk and compliance management activities per ARCC-approved implementation plans



KPI #	KPI	2022 TARGET	2022 DECEMBER (AS AT 30/01/23)	2025 TARGET (ORIGINAL)	FINGOV DELIVERABLES
88	Number of recurring internal audit findings over a three-year period (#)	5	5	5	Institutionally – Collaboration with outsourced internal audit function; Operationally – enhanced controls environment, review and compliance with governance documents (policies and procedures); data management initiatives

The year 2022 began with the 2021 financial year-end audits at subsidiary and group level, with key highlights including 17% growth in budgeted surplus (8% growth in profit generated by subsidiaries), contributing to the 14% growth in Council-controlled reserves. Additionally, the reduction in the extent of audit findings points to progression in maturity on the University's internal control environment.

Risk management and compliance activities unfolded in accordance with the respective implementation plans, although with an increase in the number of risks ranked as high and very high. This is a function of the key operational challenges, such as power cuts and water shortages, which potentially affect business continuity. An increase was also noted in the calls being logged on the ethics hotline necessitating investigations, given the zero-tolerance stance to fraud adopted by the University. As a result, the following consequences were meted out for transgressions found: staff sentenced to 15 years' direct imprisonment and pension fund attached due to fraudulently misappropriating University funds; dismissal (expulsion) and/or suspension of staff/students upon irregularities being exposed.

These deliverables continue to be undertaken by the departments within FinGov, i.e. Budget and Project Management, Risk and Assurance, Strategic Financial Projects, and Treasury and Reporting. Key processes undertaken by these departments include the following: setting of departmental strategies and budgets; initiating and approving transactions; developing, standardising and enforcing policies, procedures, standards and guidelines; strengthening internal control environment; internal and external reporting; improving accountability; and people management. These activities and associated highlights are reflected on in the next sections.

In the year 2023, we look forward to conducting activities that will enhance our efficiency as FinGov Division as we operationalise our new service-delivery-centric operating model. This will inform structural changes that will result in fit-for-purpose practices, enabling decision making within relevant finance departments and at the right level of authority within the Division, empowering staff while not sacrificing efficiency. These activities will unfold in Quarters 2 and 3 of 2023. Despite an economic and operational climate that continues to present complexities similar to those experienced in 2022, we remain enthusiastic about the support we offer to our stakeholders, aligned with the University slogan for 'Global Excellence and Stature 4.0 for Social Impact'.

Budget and Project Management (BPM – Ms M Ntuli)

The Budget and Project Management Department forms part of UJ's FinGov Division within the greater Finance Portfolio. Our core mandate is to provide financial management support in respect of the University budget and projects. The Department is therefore a critical strategic business partner, striving for excellence and stature. We are committed to the UJ Finance 2025 vision. Our mission is to enable and support financial viability, stability, and sustainability for the University through sound financial systems, digitalisation, and good governance.



Other key financial management support provided by the Department includes monthly reporting of financial information to internal and external stakeholders to enable informed decision making; compiling the annual UJ expense and capital expenditure budget; research financial reporting; variance analysis; and project accounting and reporting. The Department is also responsible for agreed-upon procedures for funding received from external sponsors and external/internal audits for the UJ commercial entities.

The team is the key client-facing component within the FinGov Division, with the financial business partners being the primary contact between the Division and the University. The client base of the Budget and Project Management Department spans both the academic and support domains, requiring dedicated services in meeting diverse clients' needs. Service delivery is thus achieved through dedicated financial business partners, accountants, and financial officers. The team is empowered and well positioned to formulate strategic partnerships across the University.

One of the primary functions of the Budget and Project Management Department is the preparation of the annual UJ expenditure budget. The approved budget sets the financial parameters for expenditure control and the Department is responsible for the governance of expenditure according to the relevant UJ policies. The effectiveness of the financial policies is under constant review and improvement, to ensure adherence to changing circumstances, and the Department is a major participant in financial policy reviews and updates.

UJ has an extensive portfolio of capital and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

Major challenges in 2022

- Four BI reports are still pending rollout, as per our Phase 1 plans. This will be completed in February 2023. The goal remains for all our reports to be insightful and relevant in aligning with the 4IR strategy of the University, and for us to be the best-performing finance team.
- Time and crisis management. The finance role of the BPM team is a critical one for the whole University, because most finance activities depend on us.
- Manually driven reporting continues (for example, the capital and maintenance project report).
- Budget control could not be activated due to system errors that still need to be rectified.
- Commitments on Oracle need to be rectified and stabilised.
- ELG members are reluctant to release unspent funds.
- Because we could not exit the UJ Properties and A Million Up legal entities structure, we still have the additional burden of manually administering these entities on two systems with limited resources within this team.
- Support required by UJInvnt financial management is growing daily, with complex and numerous transactions with internal and external stakeholders.

Successes in 2022

- We rolled out half of our BI prioritised reports, which enable us to reconcile and report timeously.
- Successful completion of 21 agreed-upon procedures (AUPs) – only a few with 'minor needs improvement' audit outcomes.
- Substantive progress was achieved on our activities on the CEP projects that started last year. Consultations with the deans informed some of the budgets proposed for 2023, and the project continues to increase third-stream income across all domains.
- Substantive input, time and focus were contributed to develop the Distribution Model and the relevant governance documents, which are at an advanced stage of the project. The Distribution Model is a finance tool for analysing financial information/data at faculty and support department level to facilitate decision making. The model will assist with financial planning, monitoring, and reporting.
- Financial expertise support was provided to present a business case for STH, which will be financially sustainable and viable for the next five-year horizon that started in 2022.
- Audits of all the subsidiaries, UJInvnt, A Million Up and UJ Properties 2021 were completed on time.
- We completed the budget process within the timelines for approval by MEC at the last meeting of the year (November 2022).



- The annual service level and processes workshop between the research FBP team and the research support department, which takes place early in March every year, continues to improve working relations, and to enable collaborations and continuous process improvement.
- Finalised and implemented the guidelines that are used across the University to standardise and formalise the internal cost recovery rate.
- Contributed to the favourable net surplus performance. This was driven by several factors, but we played a critical role in controlling the budget as stringently as required. Continuous collaboration with faculty and divisional heads ensured that the core functions and UJ key strategic initiatives were not undermined. This resulted in savings/underspending on operating expenses to the value of R225 million.
- One senior manager attended and successfully completed the UJ Women's Leadership Development Programme.
- The management team attended and contributed to a compliance workshop to complete the FinGov profile.
- We attended the statutory training that was required to address the risk of non-compliance with all regulations applicable to the commercial entities.
- Plans for team technical knowledge development were successfully completed by attending training in technical accounting standards, tax and a range of basic management accounting. This training entrenched the basic accounting principles and raised awareness of the risks we must manage by virtue of our role within the University.
- We had two graduates who worked with us from the Youth Stimulus Programme introduced by DHET last year. We have retained them to assist us this year on a temporary basis.
- We participated in a benchmarking workshop where best practices in the whole finance value chain were shared with colleagues from the University of Venda, and learnings shared with UCT around their budget process.
- Attended IDU reports and the forecasting module training.
- Attended the PwC Higher Education Conference and learned a lot about initiatives for potential collaboration to move the sector forward.
- The team received training on the ITS system, to be able to support the faculties on SLPs/CEPs.
- Communication and working relationships within the team have improved overall.
- Completed outstanding financials for all fiscal years and audits (2020 and 2021) for A Million Up.

Conclusion and way forward

We believe we delivered on the core mandate of ensuring we support the financial needs of the University and manage financial resources sustainably. For 2023, implementing and automating the residence profitability report and utilising the distribution model for the following year's budget process will be key achievements and success stories.

In 2023, in alignment with the Finance Redesign Project, we will continue in our pursuit of implementing impactful efficiencies in our processes and reporting. We will always strive for improved service delivery to all our stakeholders and to add value to the University. Innovation and collaboration are at the centre of what we aim to achieve. We will support each other within the Finance community as we implement the Finance Redesign Project. Implementing an effective and efficient query resolution system and elevating our reporting to our stakeholders will enhance the value we bring to the University.

Risk Management and Assurance (RMA – Ms F Madungandaba)

Risk management forms an integral part of the financial and operational governance processes of the University, not only to ensure good management practices, but also to assist the University in achieving its strategic goals and objectives. The objective of the University's risk management strategy is to identify, assess, and manage risks timeously and to implement mitigation measures to minimise such risks.

An effective risk management process requires ongoing identification, treatment and the management of risk. Thus, through the Risk Management and Assurance Department, risk management activities include the implementation of mitigating actions, fraud risk management, insurance management, assurance (internal



and external audit), business continuity management (BCM) and compliance management. Risk management provides a mechanism for management to assess risks within their processes and thus prevent or minimise loss in the event of an uncertainty occurring.

Oversight of the risk management processes resides with the Audit and Risk Committee of Council (ARCC) and the management of risks is the responsibility of the MEC Risk Management Committee (RMC). SNGGrantThornton (SNGGT) are the University's main external auditors and PwC the external auditors for our commercial entities and agreed-upon procedures assurance engagements as directed by our funders.

The Department is further responsible for ensuring that the University has a comprehensive insurance policy, and thus a renewal process for insurance takes place annually to ensure an approved policy is in place at the start of each financial year.

In order to navigate an evolving risk landscape, risks are monitored on a regular basis and adapted to include emerging factors that could influence the risk profile of the University. Risks that remained at the forefront of the University's strategic planning processes during 2022 are presented in the Statement on Risk Management in Section Four of the Annual Report.

The University continues with its efforts to build a strong foundation and ensure an integrated approach to risk management, being informed by internal and external environmental factors, internal audit, governance, ethics and effective business continuity.

Successes for 2022

- The key success factor for the RMA Department was to ensure that both the revised Risk Management Policy Matrix, which informed the tolerance and appetite level, and the Risk Management Procedure were implemented and adopted across various departments and faculties.
- The Institutional Risk Register was kept live and updated continuously. ARCC was presented with the risk register, which listed the current risks as well as emerging risks.
- The Department further drafted and developed the Reputational Risk Dashboard, which informed a register of all risks that might have a negative impact on the reputation of the University. The dashboard was presented and approved by Council in 2022.
- 2022 saw the development of the Institutional Fraud Risk Register. The register considered all processes currently in place that may expose the University to fraud. The mitigating actions have been operationalised and are monitored through these processes.
- The Combined Assurance Framework was drafted, presented through various structures and approved by Council. The framework aims to coordinate the various assurance activities that take place within the University and proposed amendments to the plans as well as improvement areas.
- The UJ Ethics Hotline experienced an increased number of calls, and as a result, a drive was undertaken towards identifying trends and control weaknesses. Through various forensic investigations, recommendations were implemented, and various matters are still ongoing.
- The University has implemented a comprehensive insurance policy; even though it was a challenge to secure the cyber liability cover, the broker was able to secure the policy for the financial year, subject to certain improvements to be implemented by ICS.
- In order to further enhance risk culture within the institution, the RMA Department, through a tender process, was able to appoint a service provider for the governance, risk and compliance (GRC) tool. The tool will be utilised to manage the risk registers and reporting, compliance registers as well as incident management within the University.
- In an effort to improve the control environment, the RMA Department increased monitoring of internal audit findings for all categories. This provides assurance that process gaps are being improved throughout the University.
- Business Continuity Management (BCM) has emerged as a driver for responding to an emergency. Therefore, business impact assessment for all departments commenced in 2021, with 2022 seeing a revision of all BCM plans. 2023 will see the implementation and testing of certain environments against the BCM plan.



Key focus areas for the Department for the 2023 financial year

- The RMA Department will be embarking on an independent maturity assessment by the Institute of Risk Management South Africa. The maturity survey is an assessment tool focused on the institutional risk culture and the development of the organisation's risk management programme. The results will be used to formulate a risk management strategy and plan going forward.
- The RMA Department will be hosting a risk conference towards the end of 2023, and as such the focus will be on ensuring a successful conference that is supported by key stakeholders.
- Further focus will be on ensuring successful GRC implementation and enhanced reporting.
- BCM remains at the forefront, and the focus for this year is to ensure that all departments and faculties have updated plans and such plans are communicated with key stakeholders.
- The Combined Assurance Framework was approved by Council in 2022, and as such, 2023 will focus on implementing the framework across various environments as well as on influencing assurance activities.
- RMA further aims to increase stakeholder awareness and training on risk management activities, fraud risk management and insurance processes.
- The internal audit contract currently being managed by Deloitte will end this year, and as such, the successful appointment of an internal audit service provider will be a main focus.

Management of compliance risk

Compliance with the law is critical in ensuring good governance. King IV prescribes that institutions such as the University of Johannesburg should comply with the law. The Institutional Compliance Office, since its establishment within the RMA Department, has taken a deliberate and rigorous approach to operationalise the compliance management process in the University structures.

Execution of key milestones

In executing its mandate, the institutional Compliance Office implemented the first phase of its three-year Compliance Strategy and Plan for the effective implementation of the compliance programme in the institution's divisions. During the compliance assessment in Phase 1, which entailed compliance risk identification, compliance workshops were held with all divisions to identify the key pieces of legislation applicable to each division. In addition to the consultations, the teams deliberated the possible interdependencies that may exist across divisions, in ensuring compliance with identified compliance risks. These deliberations resulted in the following achievements:

- The review of the approved institution regulatory universe.
- The development of compliance profiles for all divisions.
- Meaningful oversight reporting.
- The institution-wide communication of the approved Compliance Framework and Policy.
- The nomination of Compliance Champions for the divisions by the respective Executive Leadership.

Developments regarding the University privacy implementation project

Towards the end of 2022, the Compliance Office assumed responsibility for managing the privacy risk in the institution's divisions. This followed the formal handover of the management of compliance with the Protection of Personal Information Act 4 of 2013 (POPIA), by the Office of the General Counsel (OGC) to the institutional Compliance Office. The OGC was instrumental in implementing compliance measures during the past few years, namely the implementation of the Privacy Policy and Protocols. Consequently, one of the main tasks the Compliance Office will henceforth assume is integrating and embedding the privacy policy and the protocols in the various divisions of the institution.

Challenges

The Compliance Office views the challenge of inadequate resources as an opportunity to tailor a robust and enabling structure, which can support the University management in synergising the control environment, thereby creating value for the institution. Thus, the focus in 2023 will be on capacitating the Compliance Office. This will not only ensure adequate resourcing, but improve the stature of the Office and give it the authority and confidence to carry out its mandate.



Conclusion and way forward

Moving ahead, the main focus for the year 2023 is the rollout of Phase 2 of the compliance analysis initiative, which entails a thorough understanding of the core legal risks applicable in the university divisions, while continuing with related training, awareness and education, to improve the culture of compliance.

Strategic Financial Projects (SFP – Ms M de Wet)

The primary strategic goal for the SFP Department is to support the drive for global excellence and stature through the UJ Strategic Plan 2025, by project managing strategic financial projects. These projects are geared towards the efficiency drives undertaken within the FinGov Division in contributing towards the attainment of the University's strategic objectives. Key functions in this area revolve around the management of the key financial strategic projects as well as the winding down of identified commercial entities.

We deliver service excellence by ensuring the projects are managed effectively and that timeous reports are submitted to the relevant oversight structures. Key finance strategic projects:

- Finance redesign (continuation from 2021), which includes financial sustainability and change intervention.
- Optimisation of continuing education projects (CEPs).
- Development of the Distribution Model, which will act as a tool to inform decision making.
- Establishment of a charter and project schedule to inform the Data Management Project.

Winding down activities

Commercial entities: Successes for 2022

- Conclusion of deregistration of the Youth Development Institute of South Africa – (YDISA).
- Conclusion of liquidation for Photovoltaic Technology Intellectual Property (Pty) Ltd – (PTiP).

Commercial entities: Ongoing winding down (at various stages of deregistration process with SARS)

- Deregistration of Photovoltaic Technology Intellectual Property (Pty) Ltd – (PTiP).
- eyeThenticate (Pty) Ltd.
- IntelliLAB (Pty) Ltd.
- Gradnet Portal (Pty) Ltd.
- Naledi Computer Systems (Pty) Ltd.

Governance structures and quality management

For the effective management of this Department, the governance structure includes a director who reports to the Executive Director: FinGov.

- SFP, through the Executive Director: FinGov, has a reporting line to the MEC Commercialisation Committee (MEC CC). This committee reports to the MEC and the Financial Sustainability Committee of Council (FSCC). At these committees, status updates are provided on progress made with the liquidation of the identified commercial entities.
- SFP, through the CFO and Registrar, has a reporting line to the Management Executive Committee: Academic (MECA), where regular status updates are provided on the progress made to provide a more conducive environment for the continuing education programmes (CEPs).
- Furthermore, SFP, through the Executive Director: FinGov, has a reporting line to the CFO, where status updates are provided on the progress made regarding the Distribution Model.

Conclusion

In conclusion, good progress has been made and the goals for 2022 achieved.

Treasury and Reporting (T&R – Director: Mr T Ramage)

The Treasury and Reporting Department encompasses the following activities: financial reporting, investment management and accounting, cash management, sundry debtor management (all debtors other than students), credit card administration, creating and maintaining the chart of account structures on all financial systems, tax administration and compliance, compilation and management of income budget, and budget



system administration. In addition, the Department serves as Enterprise Resource Planning (ERP) subsystem owners for the General Ledger, Accounts Payable and Tax Administrator modules, thus being responsible for all period-end procedures, system error logging, testing of upgrades, enhancements, and patches.

Our primary strategic goal is to ensure financial viability, stability, sustainability and relevance for UJ through sound financial systems, digitisation and good governance. We strive to deliver service excellence by ensuring that effective and efficient business processes and systems are implemented and adhered to, so as to deliver a value-added service to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce to sustain the achievement of our predetermined objectives.

General Ledger and Reporting, and Treasury and Sundry Debtors are the two units in the Treasury and Reporting Department. We pride ourselves on good governance and high ethical standards. We support the organisation redesign and review process (Finance Redesign), which is set to be fully implemented from the second quarter of 2023. This process has the intended outcome of creating a more agile, lean, and insightful finance function.

Successes in 2022

- Our staff responded well to the back-in-office work arrangement, balancing work and home responsibilities and all the stress associated with post-pandemic environments and processes. To this was added the electricity crisis we are currently experiencing as well as unfilled vacant positions in the Department. With due support and interventions, staff responded in such a way that we could still reach most of our goals and objectives for the year.
- The audited Consolidated and Separate Annual Financial Statements were completed and submitted on time. This was especially challenging after prior year errors within the Defined Benefit Reports came to the fore very late in the process.
- We successfully drafted and published all 2021 Annual Financial Statements on DraftWorx. Statements included UJ Consolidated and Separate, UJ Trust, Subsidiaries and the new addition of UJMA Trust.
- All other internal and external stakeholder reports were completed and submitted on time, including BBBEE verification, DHET half-year financial performance, UJ APP, UJ StratPlan, USAf's tax task team and HEPI.
- External and internal audits, specifically the annual internal audit relating to the internal financial controls, were concluded with only minor findings identified.
- The Council approved the Financial Sustainability Model (FSM), which was updated with new, relevant and pertinent financial scenarios. This model identifies the drivers under the control of the University, which are used in the management and mitigation of financial risk, as well as identifying the need for third-stream income and the planning of major strategic projects and initiatives. In 2022, this model once again played a significant role in both planning and measuring performance during uncertain times, which included reduced DHET funding, increased NSFAS shortfalls as well as volatile local and world markets.
- Successful onboarding of new fund managers (after the tender process for appointment of fund managers was concluded at the end of 2021), including fee negotiation, final appointment, contracting, FICA compliance and portfolio construction.
- Successful implementation of Oracle ERP upgrade.
- Implementation of the short-term investment strategy as approved at the Financial Sustainability Committee.
- Our return on short-term investments exceeded expectations because of high volumes of cash, mainly from NSFAS, which were invested as part of the short-term portfolio, supported by interest rate increases during the year. Long-term investment returns for the 2022 financial year were flat, showing marginal growth of 1,43% on the investment portfolios from 2021.
- UJ's liquidity and financial sustainability were optimised by updating and submitting daily cash flow reports along with scenario-based forecasting and planning.
- The Fraud Prevention Strategy was reviewed and maintained; this included the departmental Fraud Risk Register to further discuss and report on potential fraud risks, controls and weaknesses in controls, as well as action plans.



- Compliance with new taxes more relevant to the higher education sector was assured, e.g. Carbon Tax and Foreign Donor Funding.
- The Tax Administration Office played a critical part in establishing a sector-wide process (through templates) for identifying and treating the Foreign Donor Funding Project, which was coordinated through USAf's Tax Task Team, on which UJ was represented as Chair of the Task Team.
- The UJMA Trust was taken onboard, with setting up a chart of accounts, transacting, and reporting. Investment policy, strategy, and distribution model(s) as well as annual financial statements (AFS) were drafted and presented to the UJMA Trust trustees.
- The Distribution Model was developed to provide UJ Finance with a tool for analysing financial information/ data at faculty and support department level to facilitate decision making. The model will assist with financial planning, monitoring and reporting, aiming to provide a basis for efficient resource allocation.

Challenges in 2022

- It continued to be a challenge to keep staff motivated due to activities such as coaching, mentoring and training taking place online, leading to reduced staff interaction and participation.
- The contract vetting and final sign-off for the service provider was a considerable challenge, given the limited legal knowledge within the Department and the staffing issues experienced within the Office of the General Counsel (OGC).
- Vacant positions created challenges, with deliverables shared across the team, including the Director.
- The tax administration function at universities is growing considerably and becoming a challenge with added complexity and volume of new taxes and associated returns and necessary compliance. These include:
 - Foreign Donor Funding
 - Carbon Tax
 - Postdoctoral Research Fellows
- Lack of appropriate role definitions and processes, especially towards more technical taxes, e.g. Carbon Tax, as the Administration Office is not privy to information required for completing returns.
- The university sector as a whole needs to invest more in dedicated resources for their tax offices for this ever-increasing and complex function. Most universities, including UJ, have part-time tax officials and make use of outsourced technical and operational advisors, which do not allow for dedicated attention to tax matters.
- Data Management roles, responsibilities, policies and procedures are not clearly defined, documented and communicated. This will be cleared through a process of drafting the Data Management roadmap with clear output of associated policies, procedures and role clarification.
- Implementation of 3D secure and FNB host-to-host delays have increased the risk of credit card fraud and additional administration on student refund payments.

CONCLUSION AND WAY FORWARD

In conclusion, we believe that FinGov has achieved the objectives as planned for 2022. We have consolidated our business processes and activities and implemented new, exciting modules and initiatives, which will enable us to improve our service delivery to all stakeholders.



Mzwakhe Matukane (Mr)

Senior Director: Revenue Administration



Revenue Administration

OPERATING FRAMEWORK

The Division of Revenue Administration is responsible for student financial aid and institutional fundraising. The Division is made up of two departments, namely Student Finance, and Development and Fundraising. Student Finance administers student financial aid on behalf of donors and is located on all four campuses.

The Development and Fundraising Department plays an important role in mobilising resources for the University. The Department is the custodian of the University's institutional fundraising and coordinates all initiatives relating to raising funds; it strives to partner and collaborate to raise funds for research, capital projects, scholarships, and other 4IR projects.

STUDENT FINANCE

The Student Finance Department is committed to providing a superior student experience by leveraging disruptive technologies to deliver exceptional service to our stakeholders and by using creative solutions to manage the financial aid and student debtors' functions. The Department largely serves students face-to-face and is also transitioning to online platforms to have a wider reach.

One of our key performance areas involves the management of student debt for both registered and non-registered students. Nationally, university student debt is growing at an alarming rate. According to the Minister of Higher Education, Science and Technology, Dr Blade Nzimande, the total amount of student debt in South Africa had by 2022 reached R15 billion (as per his address on the state of readiness for the academic year 2023). Students and parents are unable to pay off their outstanding debt due to the current economic climate, which includes rising inflation, slow growth, and high unemployment rates. The Department is led by four senior campus managers who oversee day-to-day operations on the four campuses.

As part of the University's initiatives to deal with the high levels of student debt, the Management Executive Committee (MEC) of the University approved a proposal to offer self-paying students a 10% discount towards their tuition fees for the 2022 academic year. This discount applied to students who settled their full fees by no later than 30 April 2022. This initiative was in response to the rise in student debt for self-paying students, which required management to reassess their debt collection approach. Furthermore, through the SRC Trust Fund, the University settled student debt valued at just under R10 million, in addition to assisting qualifying students with the minimum registration fee.

In 2022, 25 192 university students were funded by NSFAS, including 600 students who are enrolled in teaching programmes and funded by the Funza Lushaka bursary programme. A total of R1.3 billion was disbursed to NSFAS-funded students at UJ in terms of the 2022 NSFAS eligibility criteria and conditions for financial aid.

Bursaries

The Bursaries Unit is responsible for administering both internal and external bursaries. The Unit's primary mission is to provide sound governance and internal control on behalf of internal and external bursary



funders. Along with administering funds to students, the Bursaries Unit is critical in raising funds for missing middle students through the current existing donor database.

Successes

The success of the Bursaries Unit is due to the dedicated and hardworking team, supported by our strong belief in service excellence:

- The growth in external bursaries can be attributed to the fact that the external bursary unit forms part of the strategic focus of the University. The number of students funded, and the amount administered in 2022 increased through active interaction with bursary providers and other funding sources.
- The Bursary Unit works collaboratively with the Development and Fundraising Department as well as other departments to secure external funding for students. More than R490 million in external funding earmarked for student bursaries was allocated.
- Ongoing interaction with internal stakeholders on student registration and funding issues led to better relationships with and alignment of processes across faculties, support divisions, and the Student Finance Department.
- We had continuous engagements with our funders, which resulted in strong partnerships and allowed us to subsequently secure additional bursaries for needy students.
- Staff members were encouraged to participate in discussions around system enhancements, where they shared their perspectives on resolving issues such as automation and improved processing to ensure better service delivery.
- Another notable success was the enhancement of the UJenius merit bursary process, which rewards top performers with a tuition award, targeted primarily at second- and third-year students. In 2022, the funding was distributed to approximately 353 students.
- Merit bursary allocations were reduced because of an increased number of externally fully funded students.

Challenges

- While most sponsors have adapted to the current COVID-19 standards, or what we call the new normal, we observed a minor decline in the number of students supported by some of our sponsors.
- The increased number of sponsors came with an increased administrative burden, which placed our staff capacity under constraints.
- We are faced with non-responsive communication from international sponsors and delayed payments, which lead to unwarranted interest reversal requests.

Strategic plans for 2023

- Ongoing automation of the bursary application process for external funding and real-time reports using Business Intelligence.
- Strengthening of reconciliation processes to identify excess funds and accurately link them to specific sponsors.
- Increased external bursary funding and less reliance on internal bursary funding.
- A detailed analysis of active sponsors in the UJ database to strengthen partnerships and collaborations and revive lapsed donors.
- Proactive monitoring of budget allocations versus the actual spending.

BURSARY PERFORMANCE

Bursaries decreased slightly to R725 million in 2022 for both internal and external funding. The total funds allocated in 2021 was R746 million. Despite the achievement in bursary growth, we remain concerned about the award of multiple bursaries to students. Students may have only one full-cost bursary, and other funding should be reversed and allocated to deserving students.

NSFAS

The DHET bursary scheme, implemented by NSFAS, was established in 2018, providing fully subsidised funding for poor and working-class students at public universities. NSFAS is a statutory body, funded primarily by DHET. UJ administers funds awarded by NSFAS, which is managed by the NSFAS Unit within Student Finance.



The bursary scheme gives effect to the government's vision to ensure that all academically deserving students from poor and working-class backgrounds are provided with financial support to succeed in public university undergraduate programmes of their choice. The bursary scheme supports the goals of the National Development Plan (2012) and the White Paper on Post-School Education and Training (2013), to expand access to higher education for deserving students through financial support, including greater student success and throughput.

UJ administered bursaries and loans on behalf of NSFAS for 25 192 students in the 2022 academic year. The total funding allocated to UJ was R2,5 billion. All NSFAS-funded students receive funds to cover tuition fees, accommodation, meal allowance, and a once-off book allowance.

2022 successes

- Improved cash flow as a result of fast-tracked payments from NSFAS.
- A good relationship with the NSFAS executive team, which allowed meaningful engagement on student funding matters.
- Development of new functionality that will allow students eligible for NSFAS and bursary allowances to upload the support documents for these allowances online. Previously, students had to email or submit these documents at the Bursary or NSFAS Office.

2022 challenges

The challenges below were documented and discussed with all relevant NSFAS structures. Some items were adequately addressed; however, challenges are ongoing and require regular engagement with NSFAS.

- The ongoing close-out reports from 2017 to 2022 are yet to be finalised. The University has set aside all NSFAS credit balances that are due to NSFAS.
- Qualifications that are being phased out, where extensions are not recorded timeously with SAQA, have affected FTEN student funding.
- Increased cash disbursement to students' bank accounts is a significant concern. The funds allocated in cash might not be used for the intended purposes.
- Consent forms, invoices, and lease agreement forms for accommodation were not submitted timeously, increasing the number of queries to the NSFAS Office and delays in loading accommodation allowances to funded students.
- The NSFAS decision not to share the list of rejected students with reasons for rejection, due to POPIA concerns, created long queues and confusion for students who wanted clarity from the Office.
- The implementation of the N+1 rule caused a reduction in the number of funded students as not all students who appealed were approved.

The increase in student funding is a relief to students and the University. Our strategy is to maintain the current number of funded students while minimising the high dependency on NSFAS, currently at R2.5 billion for 25 192 students.

STUDENT DEBTORS AND SYSTEMS

The Student Debtors and Systems Unit within Student Finance is responsible for a broad range of functions, including debt collection, statement distribution to students and external sponsors, supporting students with tuition fee payment plans, and daily engagement with students regarding general financial matters. The Student Debtors and Systems Unit maintains offices on all four campuses.

Student debt overview

The Student Debtors Unit is responsible for collecting student debt, including administering accounts already turned over to attorneys. Concerns have been expressed about the decline in student fee payments. However, growing NSFAS support has reduced the number of students previously classified as self-funded.

Student debt continues to increase, with non-payment playing a significant role. Payment agreement plans between the students and the University are used to manage the debt of cash-paying students. In 2022, this debt was recorded at R667 million, including debt for non-registered students. This is an increase of 11,3% from 2021.



To assist with debt collection, students were offered a 10% discount should their full debt be settled before 30 April 2022. Further to this, the University procured a debt collection system and began implementation and training of staff. This system will enable Student Finance to differentiate between formal and non-formal courses and hand over debt to attorneys if needed.

Challenges

- The continuous adverse economic climate remains the major factor debilitating all debt collection efforts.
- An increasing number of students are exiting the University with outstanding debt. If a student completes a three-year qualification within the three years and only pays the required 50% to register each year, the student exits the University qualified but owing two-thirds of the total costs. Withholding results is not effective.
- Communication with students (especially students who are not registered) continues to be a challenge.
- Communication with international students who have left the University proves to be almost impossible.
- The intensified load shedding that we have been experiencing country-wide directly after the COVID-19 lockdown increases the economic strain on households, further hindering our debt collection effort.

Improvements

- A 10% discount was offered to students who settled their full debt by 30 April 2022; although the uptake was not overwhelming, it did assist with the debt collection campaign.
- Procurement of a debt collection system was finalised towards the end of 2022 and implementation and training of staff will commence after registration in 2023. This system will enable Student Finance to differentiate between formal and non-formal courses and hand over debt to attorneys if needed.
- Student Debtors managers benchmarked with external collectors to determine how the debt collection process could be enhanced.
- Development is under way to automate the handover process and separate the outstanding debt between subsidised and non-subsidised courses, and to keep the outstanding debt in the respective faculty cost centres.

DEVELOPMENT AND FUNDRAISING

Over the past decade, the future of many universities has been under pressure due to resource constraints. The economic impact of the pandemic outbreak exacerbated sustainability challenges for many South African universities.

Notwithstanding these risks and challenges, the Development and Fundraising Department as a custodian of institutional fundraising continued with proactive resource mobilisation approaches and initiatives geared towards the long-term sustainability of the University's strategic priority projects.

The primary focus of the Development and Fundraising Department is on GES Objective Six, fitness for global excellence and stature, and more specifically, on KPA 69, externally generated unencumbered funds, a critical component of this goal. Additionally, the Department assists with generating research funding, which is specifically industry-aligned, as well as increasing funds directed to the UJ's missing middle students in collaboration with Student Finance.

In 2022, the Development and Fundraising Department continued its work towards building a funding base that advances the UN Sustainable Development Goals as implemented in the faculties, departments, and schools and through UJ's robust and innovative research chairs. The African Union (AU) and the United Nations (UN) identify these critical goals in their respective agendas for sustainable development. Building the capacity of youth remains an important goal of the Development and Fundraising Department, and attracting funding from business and industries with similar values and goals to those of UJ is a major priority.

Achievements, opportunities, and challenges

Despite the various challenges impacting the country's economic growth, the Development and Fundraising Department capitalised on its collaborations with external industry role players to increase funding opportunities during the 2022 academic year. Coordinated fundraising approaches between the



Development, Research, and Internationalisation Divisions managed to meet and exceed the R1 billion set target and secured R1 003 million by December 2022.

To this overarching total, the Development and Fundraising Department contributed R398 million in bursaries, R103 million in research-focused funding, and R147 million directed towards other academic projects.

Donation initiatives

- The fundraising efforts that led to hitting the R1 billion target were made possible by over 440 donors who committed with over 488 donations in 2022.
- While not directly for the benefit of the University, the Development and Fundraising Department also spearheaded the raising of R53 190 towards the UJ KZN floods relief fund. This was in response to aid flood relief efforts in KZN during the year.
- Over R89.5 million was contributed by GCRA.
- E-gov committed over R68 million towards student bursaries.

Opportunities and strategic interventions

To maximise the institution's fundraising success, the Development and Fundraising Department will continue collaborating with internal and external stakeholders to achieve the desired fundraising results for key sustainable human capital development initiatives that have a social impact. Successes achieved by the Department can be attributed to specifically targeted projects undertaken by UJ, such as the missing middle student bursaries, digital fundraising, a concentration on personalised 4IR programmes and research, and a better-integrated fundraising approach with internal stakeholder engagement. Collaboration, agreements, and partnerships were also refined and delineated into the following focus areas: local government and agencies, provincial government, and national government and/or parastatals (state-owned enterprises). The addition of the Government and Stakeholder Relations Office to the Development and Fundraising Department will strengthen and increase opportunities for strategic partnerships with the government sector moving forward.

The timely progress in fundraising efforts by the Development and Fundraising Department was further reinforced by the launch of the Meals Assistance Campaign, which aims to increase the number of students receiving food package support from the University. Furthermore, towards the latter part of 2022, the Department launched the 'Double our Future Impact' campaign, which aimed at increasing the number of students receiving assistance with their annual registration fee from 5 000 to 10 000 by the conclusion of the 2023 registration period.

After the success of the various campaigns, there is an opportunity to continue with those campaigns going forward, improving collaborative efforts with internal and external stakeholders to raise funds for those campaigns. It is worth mentioning that expanded in-depth interaction with UJ alumni is expected to be a significant contributor to UJ campaigns for 2023 to supplement and broaden all current fundraising efforts.

Challenges

The greatest challenge faced by the Development and Fundraising Department over the past years has been the decrease in investments made by South Africa's industry partners. In 2021, private investment decreased significantly, from 22% in 2019 to 12%. Furthermore, the reliance on government funding, which the University identifies as a potential risk, has also been one of the significant challenges experienced by the Department. Notwithstanding, the Development and Fundraising Department will continue to harness partnerships with private businesses and international corporations to advance and maintain long-term viability and sustainability to inculcate a more robust and adequate funding drive. These efforts will be coordinated with the Internationalisation Division, Student Finance, the Alumni Office, and the various faculties and the college.

Our fundraising strategy will thus continue to prioritise business needs that are aligned with UJ's 4IR Future Talent Pipeline Programme, 4IR short learning programmes, and collaborations within UJ institutes, academia, and research centres, such as the UJ Process, Energy, and Environmental Technology Station (UJ-PEETS); the Virtual and Augmented Reality in Science, Technology, Engineering, and Mathematics Education (VARSTEME) programmes of UJ's Department of Science and Technology Education; the focus on artificial intelligence



(AI) and 4IR technologies that address technology gaps for our students as developed by UJ's Institute for Intelligent Systems (IIS); and UJ's food agroecology concepts for Africa within 4IR value-added agro-industrialisation technological advancements.

QUALITY MANAGEMENT

The Student Finance Department continually strives to improve business processes in a rapidly changing environment. Administrative requirements have significantly increased as students struggle to source funding for their tertiary education. To ensure quality, management relies on the following critical areas:

- Feedback from both internal and external stakeholders.
- Student complaints, suggestions, and compliments: addressing these promptly and adjusting business processes accordingly to achieve service excellence.
- Annual internal and external audits and reporting.
- Internal reviews of faculties and other support divisions.
- Unplanned audit-based requests from external sponsors and donors.
- Sourcing external experts to thoroughly review the internal controls and ensure good governance.
- An annual performance review of all staff members.
- Continuous staff training in identified areas.

RISK MANAGEMENT

This Risk and Compliance Office is responsible for recording the institutional risks in its environment in the UJ Risk Register. Risks are discussed continually with the Senior Director and the Director: Risk Management and Insurance.

The significant risks of this Division include:

- Bad debt risks faced by all universities due to unexpected decreases in government funding owing to global challenges impacting current financial climates.
- Future operational developments from NSFAS, which could negatively impact university enrolments.
- Irrecoverable NSFAS debt, which impacts cash flow.
- Limitations of the NSFAS maximum amount allowed to fund each student; in some cases, this does not cover the student's total cost per year.
- Irrecoverable debt from defaulting external sponsors, which requires assessing and monitoring payment trends aligned to existing sponsors' and donors' wishes.
- The risk of fraud (internally and externally) and error. We rely on reviews and audits to identify high-risk areas. To mitigate this risk, the ears-to-the-ground approach assists, and we similarly thoroughly investigate all claims of fraud using external forensic companies.
- Access control to critical ITS approval/authorisation functions.

STRATEGIC FOCUS AND TARGETS

The Revenue Administration Division's goal is to ensure effective and efficient business processes while fostering service excellence to provide value to both internal and external stakeholders. Student Finance is committed to providing the highest quality of service to all its stakeholders. To achieve this, the Division is engaging in ongoing conversations with relevant stakeholders to build strong relationships.

Additionally, we are working with external debt collectors to come up with innovative solutions to activate student debt that is close to entering the prescription period. Furthermore, the Division has created a plan for consistent, unqualified audit reporting from year to year.

Strengthening the emphasis on effective credit control and debt management is essential to reduce the risk to the University. Moreover, it is important to recognise the role of employees in helping to maintain the high standards and reputation of UJ. To ensure this, performance management is used to track staff and identify areas for improvement.



STAFF PROFILE

Revenue Administration is committed to employment fairness and diversity is evident in its staff composition. As of 31 December 2022, 63% of the Revenue Administration staff members are females and 37% are males, while 72% are black, 13% white, 10% Coloured, and 5% Indian. This reflects the University's strategy to enhance employment fairness and promote diversity.

The staff complement of the Revenue Administration has a wide range of skills and knowledge that are essential for the Division to reach its goal of becoming a world-class strategic partner. The staff have the expertise to develop and implement strategies that will help the University to achieve its objectives, as well as the ability to identify and address any potential issues that may arise. The Division is also well-versed in the latest trends and technologies, enabling us to stay ahead.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, AND REPUTATION MANAGEMENT

The Division seeks to strengthen relationships with internal and external stakeholders. As the executors of the work, it is as important for the Division to form strategic partnerships internally with faculties and other support divisions as with external partners.

Staff participate in Mandela Day and the University Staff Day on an annual basis. These engagements all form part of staff and stakeholder engagement. The Division seeks to create awareness among staff of UJ's critical values of honesty, accountability, and integrity, which directly impact the institution's reputation.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Staff wellness and training are fundamental components of the Revenue Administration Division. The Division ensures the safeguarding of the University's resources by keeping each staff member's asset registers and enforcing UJ financial policies and procedures. During 2022, all expenditure within the Division was incurred according to budget control parameters.

CONCLUSION AND WAY FORWARD

Revenue Administration seeks to continuously improve services to its clients. Our systems and processes are enhanced annually through feedback received from clients; this is to ensure that Revenue Administration responds to the current challenges. We pride ourselves on the current automation functionalities in our offices and online platforms. These enhancements enable students to utilise services without walking into our offices.

Revenue Administration has taken a proactive approach to address mounting student debt in South Africa. Through the implementation of the 10% discount for self-paying students, the University has demonstrated its commitment to providing a superior student experience and managing the financial aid and student debtors' functions.



Mzwakhe Matukane (Mr)

Senior Director: Revenue Administration



Finance Expenditure

OVERVIEW

Finance Expenditure (FINEX) serves the University in fulfilment of four of its six strategic objectives, namely:

- Excellence in research and innovation.
- International profile for global excellence and stature.
- National and global reputation management.
- Fitness for global excellence and stature.

This is achieved through the following FINEX departments:

- Accounts Payable
- Fixed Assets
- Payroll
- Supply Chain Management: Procurement, Tenders, Warehousing and Distribution, Supplier Management, Contracts, and Commodities Management

Aligned to the institutional Finance Strategy, FINEX's goal is to be a strategic partner to the University while striving for excellence and stature.

STRATEGIC FOCUS AND TARGETS

FINEX aims to provide value-adding services and continuous improvement in support of UJ's overall objectives and to perform with great agility within the boundaries of governance. This commitment stems from following best practices and cost-effective approaches to meet internal and external customers' expectations.

Plans for 2022 included:

- Restructuring supply chain management efforts into two centres of excellence for tactical sourcing and strategic sourcing, instead of the current commodity champions' focus.
- Effectively managing commodity to reap the rewards from tactical sourcing. This will ease structuring of strategic contracts and minimise routine sourcing.
- Expanding the support for emerging business and maximising critical points needed for the B-BBEE Scorecard.
- Leveraging economies of scale for UJ benefit.

Transformation of business processes

To meet the ever-changing needs of the FINEX customers, review of business processes became critical. This enabled value creation and responsiveness towards UJ community requirements.

Value creation

Key to customer service excellence and stature is the overhaul of traditional ways of doing business and finding optimal ways to serve the business. Turnaround initiatives included:

- Spending analysis to help in the rollout of strategic contracts and strategic sourcing initiatives across the University.



- Augmenting or amplifying technology initiatives to enhance customer experience.
- Assessing value propositions for improved stakeholder partnerships.
- Implementing University organisational redesign recommendations for an improved value chain.

Supplier analysis and spending segmentation enabled the implementation of needed reforms in support of business units. This was evident in the support offered to meet the University ECSA accreditation and various projects University-wide.

Initiatives that were delayed during the year under review include:

- Optimising digital processing and providing real-time reporting for improved decision making. This will create visibility on SCM operations and the needed tracking of transactions.
- Changing the operating and service delivery model to increase efficiency.

The main shortcoming for FINEX remains the migration from the traditional buying function to an integrated SCM approach. This has resulted in disconnect with the UJ community and agility needed in the turnaround.

Partnering with business

Knowing customers' unmet needs helped to identify where to focus. Collaboration between FINEX, FinGov and business units enabled the achievement of the following objectives:

- Coordinating sourcing of goods and services at organisational level.
- Leveraging economies of scale.
- Implementing the revised Procurement Policy, which helped in improving procurement processes and simplifying approaches for business units.
- Implementing the simplified Schedule of Authorities required for approvals and the delegation needed in the acquisition process.

Supplier relations management

Activation of the supplier portal and self-service functionality helped a great deal in maintaining a credible supplier database. While managing compliance and business readiness of the UJ supplier, measures were introduced in collaboration with the Office of the General Counsel to enhance all suppliers' standard terms and conditions.

The agility of the team

Maintaining a balance between operational continuity and employee wellness remains critical as operations normalise.

HIGHLIGHTS FOR THE DIVISION

Value analysis and value engineering remain the key objectives in minimising costs in the acquisition process.

Supply chain performance

Supplier data analytics provided the intelligence needed to understand commodities on offer and services being rendered for the University. These analytics enabled:

- A full understanding of the spend category.
- Supplier market assessment to investigate alternatives on offer.
- Ascertainment of capabilities and capacity of suppliers and classifying them accordingly.

The review improved the supplier database and facilitated the necessary cleansing, which enabled targeted sourcing to meet the Enterprise and Supplier Development (ESD) imperatives in the acquisition process. This eased the transition of the Procurement Department to a focus on commodities for improved results.

Remuneration costs

For the year under review, remuneration costs amounted to R3.47 billion. This incorporated temporary salaries, which amounted to R399 million, and overtime to the value of R23 million.

Demand management

The introduced financial reforms helped ensure demand management, which is aligned with the University's goal of financial sustainability. The 2022 Procurement Demand Plan presented an estimate of R708 026 815,78,



which was the total operational budget amount assessed to influence the procurement process according to the approved 2022 Operational Budget Cycle.

- R127.9 million was approved for strategic initiatives – where these acquisitions were assessed as impacting the procurement process.
- R116.2 million was approved for capital and maintenance projects, with an additional R153.6 million approved for UJ capital projects counter funding.
- R10 million was approved in the 2022 budget cycle for backlog maintenance.

Source to pay

Source to pay activities include comprehensive key activities within FINEX. The cycle is initiated within Supply Chain Management and concludes with Accounts Payable. Supply Chain Management plays an integral part in assisting the University to achieve its objectives.

Sourcing activities

Spending within the University is through three key processes: the procurement process, the tendering process, and ad hoc payment requests through Accounts Payable.

Analysis of total UJ expenditure shows that in 2022, the University had a total spend of R1 097 882 524 (excl. VAT) on the procurement of goods, works, and services.

Table 62: 2022 values and quantity of orders processed per different Procurement Processes

ORDERS	PROCUREMENT	TENDERS	AD HOC & FOREX	TOTAL
Quantity of orders processed	14 188	809	4 192	19 189
Value of orders processed	R348 420 731	R619 383 600	R130 078 193	R1 097 882 524

Effective tendering administration ensured the successful delivery of key projects. Expediting purchase orders reduced the overall percentage of overdue orders.

Cooperation from business units is critical for the successful implementation of strategic contracts. This is part of reducing processing costs, gaining value for money in transacting, and creating efficiency in operations.

Preferential procurement goals

For the year under review, UJ was a Level 5 contributor. This was an improvement from the previous Level 6 scorecard of 2021. A total of 48.33/54 points were achieved for the Enterprise and Supplier Development pillar.

Contracts participation

UJ participated in 102 PURCO SA supplier contracts to the value of R71.3 million (excl. VAT). The total rebate earned from the economies of scale in 2022 was R1.6 million.

Accounts Payable

Timely and accurate payment of UJ suppliers is critical. For the year under review, supplier activities amounted to R1.4 billion in payments (2021: R1.2 billion). This is an indication of increased movement in economic activities during 2022. Accruals for 2022 were approximately R40 million.

Asset Management

The Fixed Assets Department is responsible for ensuring that all assets of the University are accounted for in the University Assets Register. Compliance with the International Financial Reporting Standards (IFRS) is critical for the Department.

The total asset book stands at R4.1 billion with a net book value of R2.9 billion. A total of 3 054 additions were made to the Fixed Assets Book during 2022.



- Assessment of the useful life of University assets, impairment of assets, and residual values are ongoing administrative tasks of the Department.
- Barcoding and survey of assets are part of the administrative activities within the Department. Assets verification increased from 40% in 2021 to 46% in 2022.
- FINEX leveraged technology for verification of assets within business units, and this was achieved through IDU alerts where cost centre owners were prompted to validate and survey assets under their custody.
- Disposal of assets within the University takes place in consultation with the Department. The total value of assets retired in 2022 was R4 million.

Partnering with the right supplier

Partnering with the right supplier remains critical to ensure that UJ spending is made with contributing suppliers. The Supplier Enrichment Programme is the main attributor to the development, mentoring and graduation of emerging suppliers.

To ensure the achievement of the set target goals, further consideration was given to minimise spending with non-qualifying suppliers. The University strives that all suppliers are a minimum B-BBEE Level 4.

- The University conducts business with suppliers who hold B-BBEE Level 1-4 with a confirmed percentage of black-owned and/or black women-owned. Priority is given to suppliers with at least 51% black ownership and/or greater than 30% black female ownership and/or at least 51% black designated groups' ownership.
- Automatic Level 4 suppliers are considered for commodities where there is limited competition in the market.
- An exemption is granted when sourcing for specialised services with proven limited supply and in support of agreements that are with organs of the state.

This is aimed at contributing towards improving the University B-BBEE scorecard.

Supplier enrichment programme

The Supplier and Enterprise Development Programme has gained traction; as a result, a total of 160 entrepreneurs were enrolled and registered for training in 2022. This is a record high since inception of the programme in 2015. A total number of 140 candidates will graduate. This shows the success yielded from the programme since the target was for 120 beneficiaries.

Monitoring of all graduates is under way to verify sustainability of business since graduation. One humbling achievement of the programme is a beneficiary who is into renewable energy for commercial and residential purposes and where the entity had prospects of signing MOAs with international sponsors.

One of the highlights this year was the observation of Global Entrepreneurship Week, FINEX Entrepreneurs' Day was held on 16 November 2022, and a total of 40 SMMEs showcased their businesses. This was a huge success and yielded positive feedback from other institutions. This would not have been feasible without the partnership with the Centre for Entrepreneurship (CfE).

GOVERNANCE AND RISK MANAGEMENT

The Division mitigates its risks by ensuring continuous assessment of risk in critical activities and incorporating mitigation measures into the business processes. Finance Expenditure is mainly exposed to reputational, regulatory, and financial risks.

Control environment assessment and enhancement

To ensure the credibility of operations, staff rotation is a necessity. This mitigates against staff becoming familiar with service providers and ensures improvement in the accuracy of results.

Legislative/standards changes and impact on operations

For the Division, which is rule-based, compliance with various norms and standards including legislation is critical:

- Compliance with tax laws and related annual amendments.



- Compliance with Section 34 of the Higher Education Act, as amended from time to time, to minimise conflicts of interest.
- Compliance with the B-BBEE Act.
- Compliance with the Accounting Standards.

Risks

Risk mitigation is a continuous process and with the rollout of the compliance programme, FINEX operations achieve a balance of legislative requirements and agility of services on offer.

Deviation from applicable policies

Acquisition of goods or services without following a proper process denies the University an opportunity to test the market and ascertain whether the prices being presented are the most economical.

Pre-payments

The economic climate has put pressure on the acquisition process and has resulted in a steep increase in requests for pre-payments. During 2022, R39.9 million was paid in pre-payment for goods and services. Implementation of the supplier standard terms and conditions helps to manage the risk. The completeness or full delivery of these acquisitions remains a priority.

Ad hoc payments

There has been a visible decrease in those ad hoc payments that could also have gone through the procurement process. User awareness and support of the finance business partners were instrumental in getting to this point.

Fraud and corruption

Fraud and corruption remain major concerns in our operations. Efforts to combat fraudulent and corrupt activities are ongoing.

Assets management

Monitoring of assets below the capitalisation threshold (i.e. < R10k) creates a big exposure in ensuring full compliance with International Financial Reporting Standards. Verification per location remains vital, and with the rollout of IDU alerts and stakeholder support, continuous stakeholder engagement helps mitigate the current exposure.

Other

Other challenges faced by the Division are:

- Staff burnout due to capacity constraints – FINEX experienced high turnover during the year under review.
- The impact of load shedding on critical operations, and continuity of operations remains at high alert.

STAKEHOLDER ENGAGEMENT

Customer centricity is critical for FINEX as an effective and efficient strategic partner of UJ stakeholders. As a result, engagements with faculties and divisions have become an annual event to allow us to understand the needs of the business units, create awareness of FINEX processes and build healthy working relationships. FINEX had fruitful information sessions with faculties and divisions.

User awareness

To simplify operations, FINEX sponsored training session for key stakeholders on the three-bid committees. Instrumental in this training was the formulation of bid specifications.

Supplier engagement

A similar initiative is carried out with suppliers, to achieve greater efficiencies and effectiveness. This has improved the participation of suppliers in the UJ procurement process. In 2022, Supplier Day was an in-person meeting.



FINEX continued collaboration with the Department of Applied Information Systems in CBE and with the Centre for Entrepreneurship (CfE) on the Technopreneurship programme.

It is in giving that you will receive

FINEX took its 67 minutes commitment to distribute soup and rolls at Charlotte Maxeke Hospital. During this period, an arrangement was made for Community Engagement partnered organisations to receive support. FINEX supported with non-perishables to needy homes and sanitary towels to identified schools. As part of student support, FINEX donated sanitary towels to needy students through Student Affairs. It was pleasing to see Albany committing to supply homes with bread daily for free.

RESOURCE MANAGEMENT

Organisational redesign has helped to identify key positions and enable succession planning,

Movement on critical positions

Appointments

In restructuring FINEX as a centre of excellence, key appointments were made during the year.

- Director: Supply Chain Management, Mr Angelo Griffiths, joined the University on 1 May 2022. The appointment is aligned with the restructuring of FINEX as a centre of excellence.
- Ms Lerato Mmusi joined the University on 1 September 2022 as Senior Manager: Payroll.

Additional capacity was introduced in SCM departments and Accounts Payable to minimise excessive workload for staff. This helped to stabilise operations.

Retirements

Sadly, we had to part with colleagues who have reached golden sunset time. All the best in navigating the new wave:

- Mr Shunmagam Pillay – Accounts Payables
- Ms Juanita Barnes – Payroll

Participation on the YES programme

In support of work-integrated learning, six interns were appointed in 2022. It was pleasing to see two of the six interns being successfully appointed as permanent financial officers. FINEX will continue to participate in the programme.

Continuous professional development

Continuous professional development of the FINEX staff is a key focus within the Division. Other developmental initiatives included conferences and attendance of update sessions.

Professional affiliation is critical to keep abreast of developments in the industry. The Division is a member of:

- The Chartered Institute of Purchasing and Supply (CIPS)
- The South African Payroll Administrators (SAPA)
- The South African Institute of Chartered Accountants (SAICA)
- The Association of Certified Fraud Examiners (ACFE)
- The Southern African Online User Group (SAOUG)
- The South African Production and Inventory Control Society (SAPICS)
- The Office Professionals of South Africa (OPSA)

SCM team training was conducted through Commerce Edge. These are accredited courses and participation certificates are issued.

Following the lifting of travel restrictions, participation in contact conferences became possible. FINEX staff took this opportunity with open arms.



CONCLUSION AND WAY FORWARD

The improvement of customer service requires a coordinated effort. The review and the enhancement of business processes from time to time in line with global best practices are a necessity; this will be ongoing.

To meet the ever-changing business support needed from FINEX, the focus of the Division is being revised in line with the Finance Redesign organisational development outcomes. Financial Expenditure is being revised to bring the needed customer centricity for the UJ community. Key for 2023 is the restructuring of FINEX as Financial Business Support. This will minimise the traditional approach to SCM activities to centres of excellence with integrated business support consideration.

Activities in this regard are:

- Launching Supply Chain Management into two centres of excellence, for tactical sourcing and strategic sourcing.
 - This will create visibility for SCM operations and better oversight for the procurement cycle time.
 - Enable SCM management to make data-driven process improvements.
 - Enable evaluation and monitoring of the efficiency of the procurement management.
 - Enable effective commodity management – which will minimise the haphazard approach currently in place.
 - Effective structuring of commodities to suppliers will minimise procurement cycle time. This will help with migration to catalogues.
- Effectively managing UJ travel, revising the travel model to in-house service with self-service functionality for ease of customer support.
- Expanding the support for emerging businesses and maximising critical points for the B-BBEE Scorecard.
- Leveraging economies of scale to create value for the UJ community.

FINEX commits to remaining an effective and efficient value-for-money service for the UJ community. For effective financial business support, going back to basics will be applied for a strong foundation for the remedial interventions on the horizon.



Sarah Makinta (Ms)

Executive Director: Expenditure



UJ Trust

OVERVIEW AND CONTEXT

The University is the sole beneficiary of the UJ Trust. The UJ Trust allocates, on an annual basis, funds to the University for specific agreed-on strategic initiatives of the University.

It is still a sad reality that finances continue to be one of the main reasons keeping students from academic success, and therefore this is one of the areas where the UJ Trust supports the University. Since the establishment of UJ, the Trust has distributed a total of R528 million to the University, and since 2018 a total of R128 million towards research development for centres, underprivileged student support, postgraduate bursaries, support for COVID-19 related teaching, learning and research infrastructure, and undergraduate bursaries as in Table 63.

Table 63: UJ Trust distribution

CATEGORY	2022	2021	2020	2019	2018
Research development for centres, innovation and commercialisation	–	R7.5m	–	–	R20m
Underprivileged student support	–	R7.5m	–	–	R15m
Postgraduate bursaries	–	R7.5m	–	–	R5m
COVID-19 teaching and learning and research infrastructure	–	–	R38m	R25m	–
Undergraduate bursaries	–	R2.5m	–	–	–

2022 FUNDS ALLOCATION

In the year under review, no allocation was made, as requested by the University. With regard to the annual disbursement request from the University, it was indicated that the financial performance for the previous years had been such that it should allow the University to self-fund the initiatives normally funded by the UJ Trust's allocation.

FINANCIAL PERFORMANCE

The Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds and deposits), carefully selected under agreed-upon mandates. These investments are made up of two balanced fund portfolios at Coronation Fund Managers and Ninety One, with a total market value of R1 021 229 281 at the end of 2022 (2021: R1 011 553 990). The portfolio aims to outperform the composite benchmark through investing in multiple balanced funds. This multi-manager mandate implements its portfolio construction with risk management as its core focus.

The 2022 financial year was a year of great uncertainty and extreme market volatility characterised by low economic growth and stringent monetary policy tightening to contain high inflation. During this critical time,



the Trust has managed to marginally grow its portfolios but underperformed compared to the composite benchmark, driven by the tough market conditions, which are still recovering from the pandemic-related financial pressures as well as the war in Ukraine and other contributors that challenge all sectors, including higher education. This marginal growth and the fact that no allocation has been made during 2022 will enable the Trust to continue supporting the University to assist the students financially and enable them to realise their academic dreams and successes.

The fund achieved a net return of 0,96% in the year under review against a benchmark return of 1,58%, while its peer group showed an average return of 0,65% with average annual fees of around 0,51%.

DIVERSIFICATION OF INVESTMENTS

Following the approval of a revised investment strategy for the UJ Trust by the Board of Trustees in 2020, new fund managers were appointed within the balanced and offshore portfolios on recommendation from the University's Investment Committee. Challenges experienced with the appointment and onboarding of the recommended offshore fund manager spilled over into the diversification of the investment portfolio of the UJ Trust.

Investigation, review, analysis and evaluation proceeded regarding submission of alternative investment options for the offshore component for both the University and the UJ Trust. A combination of a passive index tracker and active management was proposed and supported by the Board of Trustees. The implementation of this strategy is pending the outcome of Council approval.

The new fund manager for the balanced portfolio, Cassima Asset Management, is being onboarded, and we look forward to this partner bringing in both improved risk management and growth to the portfolio.

TRUSTEES

The Trust Deed of the UJ Trust, amended, restated and approved by Council on 22 September 2022, indicates that the UJ Trust's Board of Trustees should consist of a minimum of eight trustees, and that no more than one-third of the trustees may be members of the Council or of Senate or employees of the University.

The following Trustees received a letter of authority from the Master and represented the UJ Trust in 2022:

Prof A Dempsey
Dr M Gama
Adv S Khumalo
Adv M Rasivhetsele
Mr S Rossouw
Mr M Teke*
Ms M Zikalala

Invitees awaiting a letter of authority from the Master to be appointed as trustees:

Ms R Bopape*
Advocate E Mokutu*
Prof W Domingo*

** These Trustees had not been formally updated as trustees at the Master's Office by year end. They were therefore not authorised to make decisions as Trustees and only attended Board of Trustee meetings as invitees. Mr Teke concluded his term in 2022 and the meeting thanked him for his contributions to the UJ Trust and wished him well. Prof Mpedi and the late Mr Desai were removed as Trustees.*



Nolwazi Mamorare (Ms)
Chief Financial Officer



Resolution Circle

INTRODUCTION

Resolution Circle is 100% owned by UJInvnt (which in turn is 100% owned by UJ) and offers skills training mainly in the Electrical, Electronic and Mechanical Engineering disciplines. With its workshops and practical approach, it is in a unique position to give trainees exposure to industry-related skills training.

The company was founded in 2012, with funding from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). Resolution Circle's mission is to provide practical and hands-on skills training to Engineering students, supported through industry partnerships. Our vision is to be the recognised market leader in South Africa for technical training.

Resolution Circle is first and foremost a training hub that prides itself on providing skills training opportunities, practical in-service project training, and various short learning and candidacy programmes to technical students, to address the ever-changing world of Engineering and Engineering Technology. Professional training at Resolution Circle bridges the many gaps that exist between theory and practice. More often than not, theory is very difficult to apply. Our philosophy is simple, in that experienced operators or practitioners really are the best examples of work in practice. We believe in collaborative training that leans on expertise available in the company. By developing this expertise and learning from practitioners, economically viable programmes become possible.

Resolution Circle has state-of-the-art equipment with over 80 professional employees recruited from industry. The 300-seat workshop with industry grade equipment provides training under supervision of experienced artisans. Students are divided into groups of 15 to 20, and each group is allocated to a specific key trade area. Each trade is supervised by a dedicated artisan/instructor supported by training assistants, who themselves are in the process of registering as Engineering technicians and technologists.

Our main focus for the past nine years has been to provide technical training for national diploma work-integrated students in the Automation, Computer Systems, Electrical, Electronic, Instrumentation and Process Control, and Mechanical Engineering disciplines. The initial focus was on Engineering diploma students from Universities of Technology, including CPUT, CUT, DUT, MUT, NMU, TUT, VUT and UJ, Unisa, and WSU. More than 2 100 National Diploma in Engineering students from these universities have completed the WIL component of their university curriculum programme at the Resolution Circle facilities. In 2022, 658 Engineering Diploma students from the 10 different HEIs completed their WIL P2 programme.

Resolution Circle has started diversifying, moving away from a purely MerSETA-driven training model, based solely on University of Technology Engineering diploma students. Since 2019, Resolution Circle has been successful in securing funding from six other SETAs to accommodate not only University of Technology Engineering diploma students, but also apprenticeships, candidacies (post qualification), skills programmes, short learning programmes (SLPs) and the TVET National Accredited Technical Education Diploma (NATED) work-integrated learning programme. We are deliberating with Foodbev SETA as a possible eighth SETA. This is looking promising for 2023. We are already training learners from Foodbev SETA indirectly.



We applied for accreditation at the Quality Council for Trades and Occupations (QCTO) in various trades. We were accredited for Mechanical Fitting in 2019, Electrical and Plumbing in 2020, and for Boilermaking, Instrument Mechanician, Turning and Welding in 2021.

We were officially recognised by the Engineering Council of South Africa to conduct candidacy programmes. We launched our candidacy programme in 2020, sponsored by TETA. We expanded this programme further in 2022, sponsored by CHIETA and for the first time by MerSETA; our total number of candidates increased to 135 who will register as engineers, technicians or technologists at the Engineering Council of South Africa.

We have signed MOUs with eleven TVET colleges: six based in Gauteng: Central Johannesburg College (CJC), Ekurhuleni East (EEC), Ekurhuleni West (EWC), Sedibeng, Southwest Gauteng (SWG), and Western; one in the Free State (Flavius Mareka); two in Mpumalanga (Gert Sibande and Nkangala); one in North West (Orbit); and one in the Western Cape (the College of Cape Town). We secured a significant grant from ETD SETA with the Westcol TVET College as beneficiary, which was initiated in 2022 and carried over to 2023 in conjunction with UJ PEETS. We have once again trained over 195 students from TVET colleges in Gauteng.

OTHER ACTIVITIES

For the past eight years, we have been involved in retraining technical high school teachers for the Gauteng, North West and Limpopo Departments of Education, with specific focus on Boilermaking, Electrical, Electronics, and Fitting and Turning.

We offer short learning programmes (SLPs) in Fibre Optics, Programmable Logic Controllers, and Solar Photo Voltaic (PV) Design and Installation. These courses are credit bearing and geared towards the logbook and qualification criteria of the various institutions of learning that we serve. New courses – Additive Manufacturing, Computer Numerically Controlled (CNC) Machining, Internet of Things (IoT) and Robotics – tie in with UJ's focus on the Fourth Industrial Revolution (4IR).

We support and manage UJ's maintenance programme on three UJ campuses. The maintenance tracks (which are managed, staffed, and supported by Resolution Circle) are Electrical, Carpentry and Plumbing. These tracks employ qualified artisans and junior technicians and are supported by WIL P2 students. The practical application and training within this programme are invaluable in skills development. We closed 3 760 job tickets in 2022 versus 3 253 job tickets in 2021.

FINANCIAL PERFORMANCE

We repeated the performance of 2021 with a profit of R16.4 million for the year under review against a budget of a R13.6 million. Revenue generated in 2022 was R58.8 million higher than the R49.2 million generated in 2021. As a result of the retained earnings of 2021, we managed to further improve our balance sheet from R34.1 million to R48.8 million.

FUTURE

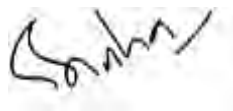
Early this year, there was talk of a global recession. As the first month went by, it became less certain whether the recession would still occur or not. In South Africa, one of the key sectors that we serve is manufacturing and more specifically the subsectors metals and machinery. According to a recent report by the Steel and Industries Federation (SEIFSA), the subsector has been declining by a compounded annual growth rate (CAGR) of 1,2% since 2008. The current production level is still 1,6% below pre-COVID-19 levels. The impact on us is that we have fewer opportunities to place students for the on-the-job component of their studies.

We have also encountered opportunities to take over the management of other artisanal training centres. We currently have such an opportunity with the Highveld Industrial Park to form a partnership with the existing artisanal training centre in Emalahleni (Witbank). Mpumalanga is going to become an attractive region in terms of renewable energy, as coal-fired power stations are being switched off. This creates great opportunities for RC in terms of skills development, in that thousands of Eskom employees will need to be reskilled. Eskom has already awarded Saretec R30 million to establish a training centre at the power station that has already switched off; we are engaging with Saretec.



One such big opportunity coming to South Africa is the thinking around green hydrogen. There is the green hydrogen valley from Mogalakwena (Limpopo) through the City of Johannesburg all the way down to eThekweni (KZN); and another involves the green hydrogen projects in the Western Cape coastal region, such as at Saldanha Bay and the new Boegoesbaai Special Economic Zone. Sasol is taking the lead on this. We are engaging with Sasol to see what part RC can play in terms of the skills development around green hydrogen. Provided that the large tranche payments that we are expecting come through, our cash flow position looks positive for the balance of the year.

Our focus for 2023 is on finalising our plans for growth for this year and beyond and finalising the implementation of the quality management system in order to fully digitalise our business processes, to allow us to scale the business without increasing overhead costs.



Saurabh Sinha (Prof)

Deputy Vice-Chancellor:
Research and Internationalisation



B-BBEE Report

PREFERENTIAL PROCUREMENT REPORT AS AT 31 DECEMBER 2022

The B-BBEE rating of the University of Johannesburg for the year ended 31 December 2022 is a Level Four (4).

The University achieved 100% BEE Procurement Recognition Level and is an empowering supplier.

The cumulative scorecard is as follows:

ELEMENT	Weighted Points	UJ Points 2018	UJ Points 2019	UJ Points 2020	UJ Points 2021	UJ Points 2022
Management Control	20	13.43	13.46	13.92	14.54	14.18
Skills Development	30	10.14	12.29	8.80	11.03	17.58
Enterprise and Supplier Development	54	46.69	45.49	48.01	48.33	51.48
Socioeconomic Development	5	5	5	5	5	4.21
TOTAL POINTS	109	75.26	76.2	75.73	78.9	87.46
B-BBEE Level		5	5	6	5	4

Assessment of the elements

1. Management Control

For the period under review, the University scored 14.18. Intervention programmes are implemented and will show steady progress towards achieving targets.

2. Skills Development

For the period under review, 17.58 points were achieved for Skills Development. This is an improvement from the previous year.

On the item "Number of Black People Absorbed by the Measured and Industry Entity at the end of the Learnership, Internship and Apprenticeship", the University obtained 100%.

3. Enterprise and Supplier Development

The University had to achieve a minimum of 40% on each of the targets set out in three of the sub-elements of the enterprise and supplier development. These are:

- Preferential Procurement
- Supplier Development
- Enterprise Development



4. Socioeconomic Development

UJ scored 4.21 points for this section of the scorecard, down from the 5 points scored in previous years.



Nolwazi Mamorare (Ms)
Chief Financial Officer



B-BBEE Rating Certificate



Honeycomb BEE Ratings

0861 HONEYCOMB

BROAD-BASED BEE VERIFICATION CERTIFICATE

We Certify that

University of Johannesburg

Including Subsidiaries Listed in "Annexure A"

Company Address: Cnr Kingsway and University Road, Auckland Park, Johannesburg.
VAT Number: 4900127681.

Has been verified for compliance with the B-BBEE Act No. 53 of 2013 and the Codes of Good Practice Gazette No. 38766 of May 2015 and has achieved the following:

BEE RATING

Level Four (4) Contributor

(Generic – Specialised Scorecard)

BEE PROCUREMENT RECOGNITION LEVEL

100%

Analysis	Score	Element	Results
Black Ownership	N/A	Ownership	N/A
Black Woman Ownership	N/A	Management Control	14.18
Black Designated Group	N/A	Skills Development	17.58
Black Youth	N/A	Enterprise & Supplier Development	52.48
Black Disabled	N/A	Socio-Economic Development	4.21
Black Unemployed	N/A	Total	88.46
Black People Living in Rural Areas	N/A	Y.E.S. Initiative Implemented	No
Black Military Veterans	N/A	Y.E.S. Target Achieved	N/A
Black New Entrants	N/A	Number of Levels Promoted	N/A
Exclusion Principle Applied	No	Certificate Number	HR_GEN_3046_23
Modified Flow Through Principle	No	Version Number	1.0
Empowering Supplier	Yes	Issue Date	30 May 2023
Discounting Applied	No	Expiry Date	29 May 2024
Financial Period Reviewed	01 January 2022 – 31 December 2022	Revision Date	N/A



Verification Manager
Zunaid Vallee
Honeycomb BEE Ratings





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B-BBEE Rating

Annexure A



ANNEXURE A

University of Johannesburg Certificate Number HR_GEN_3046_23 Incorporates the following Entity:

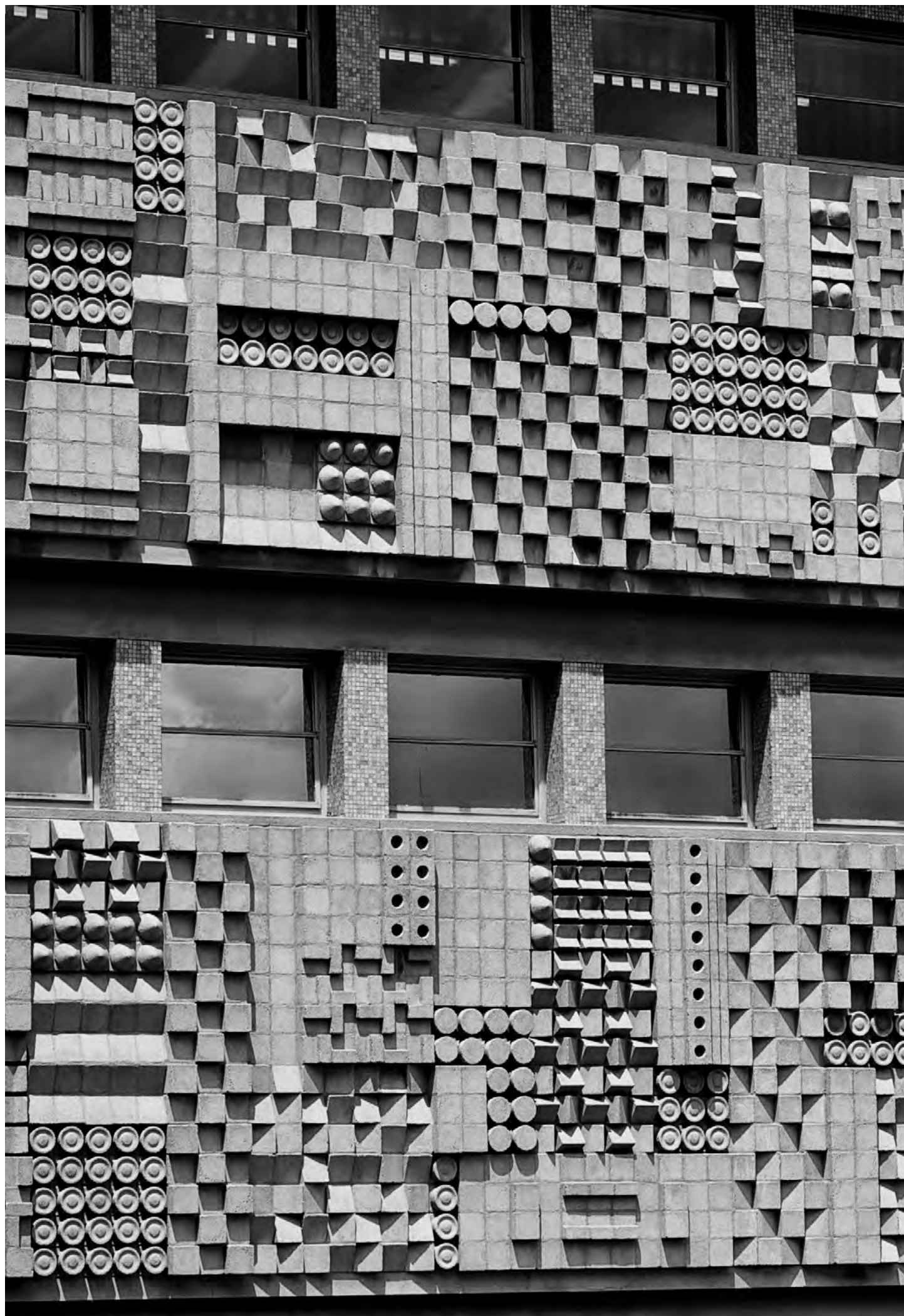
Company Name	Registration Number	VAT Number
A Million Up Investments 76 (Pty) Ltd	2003/005957/07	4640206605
UJ Properties	2012/097565/07	4580262014
UJINVNT (Pty) Ltd	2019/346313/07	N/A

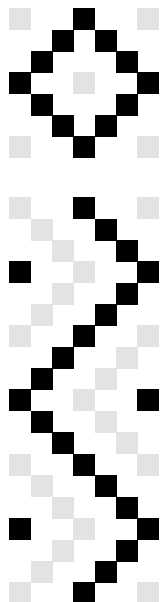


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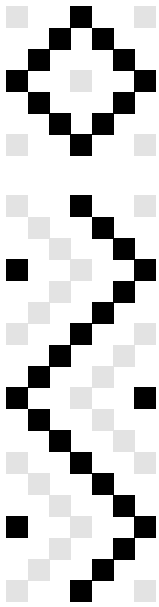
Consolidated and Separate Annual Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2022

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Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2022

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate annual financial statements.

The consolidated and separate financial statements presented on pages 444 to 533 of this Annual Report for 2022 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

The going concern basis has been adopted in the preparation of the consolidated and separate financial statements. The Council has no reason to believe that the University of Johannesburg and its subsidiaries is not a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated and separate annual financial statements.

The consolidated and separate annual financial statements have been audited by SNG Grant Thornton, who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

APPROVAL OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 444 to 533 of this Annual Report were approved by the Council on 14 June 2023 and signed on its behalf by:

Lethlokwa Mpedi (Prof)
Vice-Chancellor and Principal

Xoliswa Kakana (Ms)
Chairperson of Council

N Mamorare
Chief Financial Officer







**SNG Grant
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To the Minister of Higher Education, Science and Innovation and the Council of the University of Johannesburg

Report on the audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries (the group) set out on pages 444 to 529 which comprise the consolidated and separate statement of financial position as at 31 December 2022, the consolidated and separate statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the group as at 31 December 2022 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997).

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated and separate financial statements section of our report.

We are independent of the group in accordance with Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code

Victor Sekese [Chief Executive]

A comprehensive list of all
Directors is available at the
company offices or registered
office

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and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (Including International Independence Standards).

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Council for Consolidated and the Separate Financial Statements

The Council, which constitutes the accounting authority, is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997), and for such internal control as the accounting authority determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the accounting authority is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting authority either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify material findings but not to gather evidence to express assurance.

Our procedures address the usefulness and reliability of the reported performance information, which must be based on the university's approved performance planning documents. We have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures do not examine whether the actions taken by the university enabled service delivery. Our procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the university's annual performance report for the year ended 31 December 2022:

Objectives	Pages in the annual performance report
Strategic Objective Two – Excellence in Teaching and Learning	77 – 79

We performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the usefulness and reliability of the reported performance information for this objective:

- Excellence in Teaching and Learning

Other matter

We draw attention to the matter below:

Achievement of planned targets

Refer to the annual performance report on pages 72 to 74 for information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on the university's compliance with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not identify material non compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Other information

The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated and separate financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.

Our opinion on the financial statements and my findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We have nothing to report in this regard.

Internal Control deficiencies

We considered internal control relevant to our audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

We did not identify any significant deficiencies in internal control.

Other reports

We draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the University's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Agreed-upon procedure engagements

Engagement name	Period End	Firm performing the engagement	Status	Expected date of issuing report
Financial data-DHET	31-Dec-22	SNG- GT	Completed	The report has been issued.
University of Johannesburg Annual Performance Plan	31-Dec-22	SNG -GT	Completed	The report has been issued.
BRITISH COUNCIL GRANT (USDP)	31-Dec-22	PwC	Completed	The report has been issued.
RESEARCH& COLLABORATION	31-Dec-22	PwC	Completed	The report has been issued.
UCDP-Future professors Programme	31-Dec-22	PwC	Completed	The report has been issued.
UCDP-NESP programme	31-Dec-22	PwC	Completed	The report has been issued.
UCDP-NESP programme	31-Mar-23	PwC	In progress	30-June-23
University of Capacity Development	31-Dec-22	PwC	Completed	The report has been issued.
South African Medical Research	31-Dec-22	PwC	Completed	The report has been issued.
DHET-IEG INFRASTRUCTURE	31-Dec-22	PwC	Completed	The report has been issued.
NRF Grant Deposit	31-Dec-22	PwC	Completed	The report has been issued.
NRF -SKA	31-Dec-22	PwC	Completed	The report has been issued.
NRF - CIMERA	31-Dec-22	PwC	Completed	The report has been issued.
NRF (Main Project)	31-Dec-22	PwC	Completed	The report has been issued.
Raymond Ackerman Academy Capital	31-Dec-22	PwC	Completed	The report has been issued.

Industrial Think Tank Programme	31-Mar-23	PwC	Completed	The report has been issued.
Research Publications	31-Dec-22	PwC	Completed	The report has been issued.
New Generations of Academics	31-Mar-23	PwC	Completed	The report has been issued.
Foundation Grant	31-Mar-23	PwC	Completed	The report has been issued.
University Integrated	31-Mar-23	PwC	Completed	The report has been issued.
Teaching Development	31-Mar-23	PwC	Completed	The report has been issued.
Health Science Clinical Grant	31-Mar-23	PwC	Completed	The report has been issued.
Technology Innovation Agency (TIA)	31-Mar-23	PwC	Completed	The report has been issued.
Hemis Audit	31-Dec-22	PwC	Completed	20-Jul-23
Health Science Clinical Enrollment	31-May-23	PwC	Completed	26-Jul-23
Health Science Clinical Enrollment	31-Dec-22	PwC	Completed	26-Jul-23
Confucius Institute	31-Dec-22	PwC	Completed	26-Jul-23
Oxfam South Africa	31-Mar-23	PwC	Completed	26-Jul-23

Audit tenure

In terms of the IRBA rule published in Government gazette number 39475 dated 4 December 2015, we report that SNG Grant Thornton has been the auditor of the University of Johannesburg for three years.



Thabo E Mogano

Director

Registered Auditor

22 June 2023

20 Morris Stress East, Woodmead

Annexure – Auditor’s responsibility for the audit

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements, and the procedures performed on the reported performance information for selected objectives and on the University of Johannesburg’s compliance with respect to the selected subject matters.

Financial statements

In addition to our responsibility for the audit of the consolidated and separate financial statements as described in this auditor’s report, we also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University of Johannesburg’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council, which constitutes the accounting authority
- conclude on the appropriateness of the accounting authority’s use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the University of Johannesburg and its subsidiaries to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor’s report. However, future events or conditions may cause the University of Johannesburg and its Subsidiaries to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

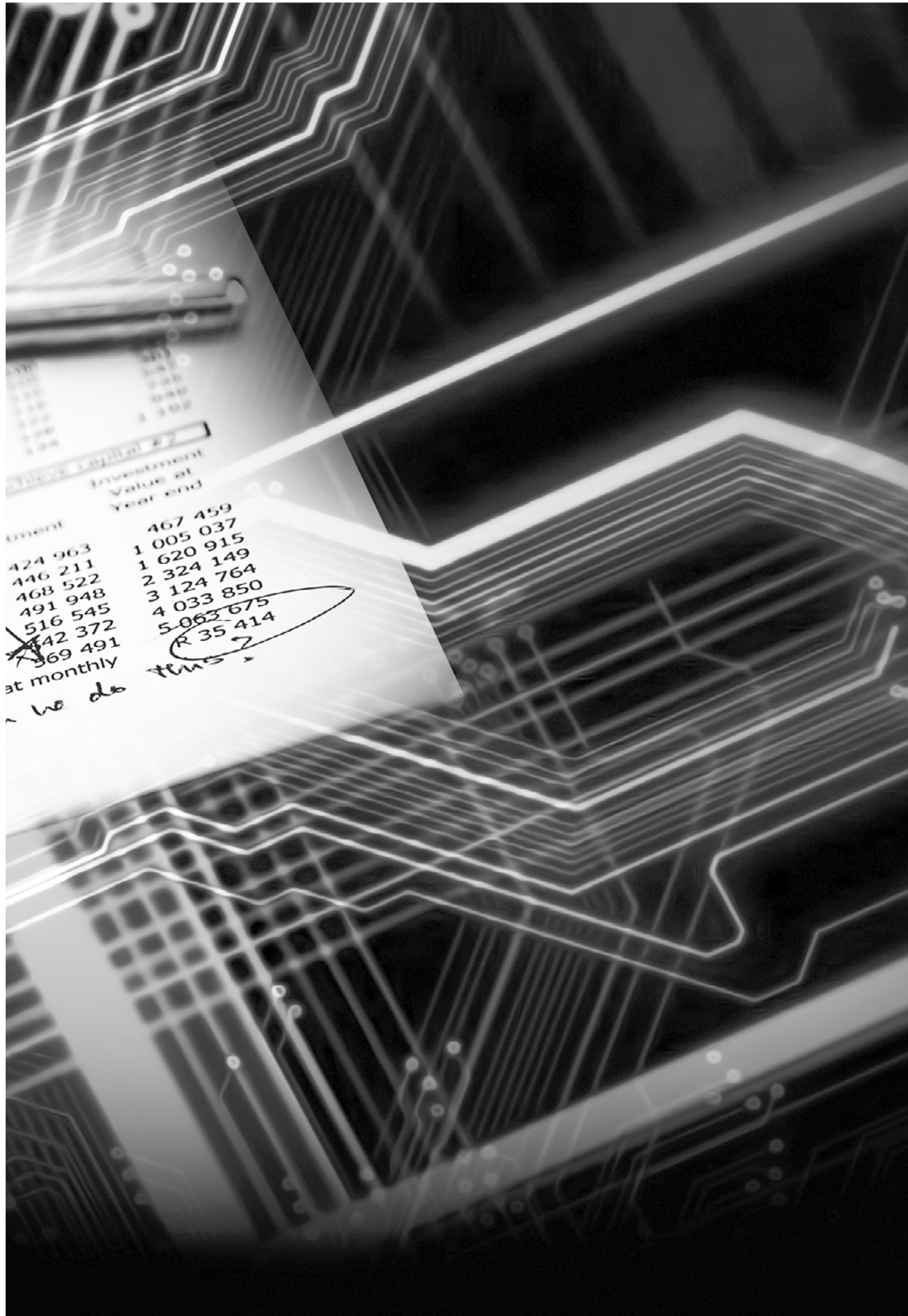
Communication with those charged with governance

We communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore key audit matters. We describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.





Investment
Value at
Year end

424 963	467 459
446 211	1 005 037
468 522	1 620 915
491 948	2 324 149
516 545	3 124 764
442 372	4 033 850
369 491	5 063 675
	R 35 414

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University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Financial Position

Figures in R `000	Notes	Consolidated 2022	Consolidated 2021	University 2022	University 2021
Assets					
Non-current assets					
Property, plant and equipment	6	3,107,172	2,975,250	2,923,458	2,800,919
Intangible assets	7	15,104	13,075	15,104	13,072
Investment in subsidiaries, associates and other investments	8	-	-	209,971	205,421
Financial assets at fair value through profit or loss	11	5,436,593	4,956,992	4,351,025	3,867,076
Post-employee benefits asset	19	752,828	816,654	752,828	816,654
Total non-current assets		9,311,697	8,761,971	8,252,386	7,703,142
Current assets					
Inventories	9	15,562	17,037	15,360	16,967
Trade and other receivables	10	454,416	301,430	406,541	256,332
- Student fees		306,023	157,613	303,331	157,368
- Other receivables		148,393	143,817	103,210	98,964
Loans to subsidiaries and associates	8	-	-	7,598	12,961
Cash and cash equivalents	12	2,560,464	2,804,532	2,531,232	2,778,111
Total current assets		3,030,442	3,122,999	2,960,731	3,064,371
Total assets		12,342,139	11,884,970	11,213,117	10,767,513
Equity and liabilities					
Equity					
Non-distributable reserves		3,122,276	2,988,059	2,938,562	2,813,726
Funds invested in property, plant and equipment		3,122,276	2,988,059	2,938,562	2,813,726
Reserve funds		6,324,566	6,254,032	5,387,262	5,332,660
<i>Restricted use funds</i>		<i>1,804,485</i>	<i>1,744,461</i>	<i>874,308</i>	<i>873,432</i>
Student residences funds		60,478	73,557	60,478	94,839
Trust/donor/bursary funds		1,744,007	1,670,904	813,830	778,593
<i>Unrestricted use funds</i>		<i>4,520,081</i>	<i>4,509,571</i>	<i>4,512,954</i>	<i>4,459,228</i>
Designated/committed funds		1,721,561	1,772,093	1,721,561	1,750,813
Undesignated funds		2,798,520	2,737,478	2,791,393	2,708,415
Total equity		9,446,842	9,242,091	8,325,824	8,146,386

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Financial Position

Figures in R `000	Notes	Consolidated 2022	Consolidated 2021	University 2022	University 2021
Liabilities					
Non-current liabilities					
Provisions	13	26,123	36,539	26,123	36,539
Lease liabilities	15	941	2,865	941	2,865
Deferred income	18	157,692	78,798	157,692	78,798
Post-employee benefits obligation	19	259,204	275,414	259,204	275,414
Total non-current liabilities		443,960	393,616	443,960	393,616
Current liabilities					
Provisions	13	61,937	77,065	61,937	66,249
Trade and other payables	14	2,116,518	1,706,186	2,112,902	1,701,708
Student deposits and accounts in credit	16	239,511	276,814	235,123	259,331
Borrowings	17	-	263	-	263
Lease liabilities	15	1,785	3,062	1,785	14,087
Deferred income	18	31,586	185,873	31,586	185,873
Total current liabilities		2,451,337	2,249,263	2,443,333	2,227,511
Total liabilities		2,895,297	2,642,879	2,887,293	2,621,127
Total equity and liabilities		12,342,139	11,884,970	11,213,117	10,767,513

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Consolidated 2022	Consolidated 2021	University 2022	University 2021
Revenue		5,238,845	5,193,929	5,219,452	5,182,131
State appropriations - subsidies and grants	20	2,633,372	2,700,186	2,633,372	2,700,186
Tuition and other fee income	21	2,290,227	2,172,675	2,270,124	2,160,624
Research income	22	315,246	321,068	315,956	321,321
Other operating income	23	349,727	359,260	281,514	316,253
Operating income		5,588,572	5,553,189	5,500,966	5,498,384
Personnel costs	24	(3,466,437)	(3,215,691)	(3,415,550)	(3,162,496)
Depreciation	6	(101,889)	(86,116)	(110,249)	(94,471)
Amortisation	7	(1,990)	(1,611)	(1,986)	(1,607)
Bursaries awarded	25	(407,331)	(459,814)	(407,331)	(459,814)
Impairment of student and other debt	10	(150,293)	(334,600)	(149,268)	(333,921)
Other expenses	26	(1,507,311)	(1,137,657)	(1,470,927)	(1,172,478)
Operating profit before interest and fair value movements		(46,679)	317,700	(54,345)	273,597
Impairment (losses) gains	27	-	(9,378)	-	13,072
Finance income	28	90,066	70,411	88,539	69,440
Finance costs	29	(811)	(607)	(2,485)	(1,832)
Income from investments	30	433,084	314,401	384,540	273,851
Investments fair value (losses) gains	31	(150,675)	646,638	(116,577)	492,954
Profit for the year		324,985	1,339,165	299,672	1,121,082
Other comprehensive income					
<i>Items that will not be subsequently reclassified to profit or loss</i>					
Actuarial (losses) gains on defined benefit plans	19	(120,234)	141,041	(120,234)	141,041
Total comprehensive income		204,751	1,480,206	179,438	1,262,123
Profit for the year attributable to:					
- University		324,985	1,339,165	299,672	1,121,082
		324,985	1,339,165	299,672	1,121,082
Comprehensive income attributable to:					
- University		204,751	1,480,206	179,438	1,262,123
		204,751	1,480,206	179,438	1,262,123

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Changes in Equity - Consolidated

Figures in R `000	Undesignated Funds	Designated / Committed Funds	Total Unrestricted use funds	Trust / Donor / Bursaries Funds	Student Residence Funds	Total Restricted use funds	Funds invested in Property, Plant and Equipment	TOTAL
Consolidated								
Balance as at 01 January 2022	2,737,478	1,772,093	4,509,571	1,670,904	73,557	1,744,461	2,988,059	9,242,091
Profit for the year	372,079	(156,430)	215,649	66,545	42,791	109,336	-	324,985
Actuarial (losses) on defined benefit plans	(120,234)	-	(120,234)	-	-	-	-	(120,234)
Total comprehensive income	251,845	(156,430)	95,415	66,545	42,791	109,336	-	204,751
Movement in funds	(190,803)	105,898	(84,905)	6,558	(55,870)	(49,312)	134,217	-
Balance as at 31 December 2022	2,798,520	1,721,561	4,520,081	1,744,007	60,478	1,804,485	3,122,276	9,446,842
Balance as at 01 January 2021	2,330,755	1,270,899	3,601,654	1,299,054	165,344	1,464,398	2,695,833	7,761,885
Profit for the year	209,493	717,931	927,424	356,213	55,528	411,741	-	1,339,165
Actuarial gains on defined benefit plans	141,041	-	141,041	-	-	-	-	141,041
Total comprehensive income	350,534	717,931	1,068,465	356,213	55,528	411,741	-	1,480,206
Movement in funds	56,189	(216,737)	(160,548)	15,637	(147,315)	(131,678)	292,226	-
Balance as at 31 December 2021	2,737,478	1,772,093	4,509,571	1,670,904	73,557	1,744,461	2,988,059	9,242,091

University of Johannesburg

University of Johannesburg

Statements of Changes in Equity - University

Figures in R '000	Undesignated Funds	Designated / Committed Funds	Total Unrestricted use funds	Trust / Donor / Bursaries Funds	Student Residence Funds	Total Restricted use funds	Funds invested in Property, Plant and Equipment	TOTAL
University								
Balance as at 01 January 2022	2,708,415	1,750,813	4,459,228	778,593	94,839	873,432	2,813,726	8,146,386
Profit for the year	371,786	(156,432)	215,354	41,527	42,791	84,318	-	299,672
Actuarial (losses) on defined benefit plans	(120,234)	-	(120,234)	-	-	-	-	(120,234)
Total comprehensive income	251,552	(156,432)	95,120	41,527	42,791	84,318	-	179,438
Movement in funds	(168,574)	127,180	(41,394)	(6,290)	(77,152)	(83,442)	124,836	-
Balance as at 31 December 2022	2,791,393	1,721,561	4,512,954	813,830	60,478	874,308	2,938,562	8,325,824
Balance as at 01 January 2021	2,342,280	1,270,899	3,613,179	573,593	165,344	738,937	2,532,147	6,884,263
Profit for the year	185,811	696,649	882,460	161,812	76,810	238,622	-	1,121,082
Actuarial gains on defined benefit plans	141,041	-	141,041	-	-	-	-	141,041
Total comprehensive income	326,852	696,649	1,023,501	161,812	76,810	238,622	-	1,262,123
Movement in funds	39,283	(216,735)	(177,452)	43,188	(147,315)	(104,127)	281,579	-
Balance as at 31 December 2021	2,708,415	1,750,813	4,459,228	778,593	94,839	873,432	2,813,726	8,146,386

Notes:

1. "Unrestricted Use" funds available as referred to in note 3.
2. "Restricted Use" funds available as referred to in note 3.
3. "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Movement between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Cash Flows

Figures in R `000	Notes	Consolidated 2022	Consolidated 2021	University 2022	University 2021
Cash flows from operating activities					
Cash (utilised) / generated (in) from operating activities	34	(468,909)	1,520,399	(412,292)	1,543,289
Interest paid	29	(84)	(115)	(84)	(115)
Interest received	28	32,581	30,838	31,054	29,867
Net cash flows (used in) / from operating activities		(436,412)	1,551,122	(381,322)	1,573,041
Cash flows from investing activities					
Purchase of investments in related parties	8	-	-	(4,550)	-
Payment of loans from / (to) related parties	8	-	(7,082)	5,363	12,917
Interest received	30	300,568	238,518	280,125	221,779
Dividends received	30	132,516	75,883	104,415	52,072
Proceeds from sales of property, plant and equipment		693	3,041	693	3,093
Purchase of property, plant and equipment	6	(234,213)	(201,178)	(233,359)	(198,881)
Purchases of intangible assets	7	(4,019)	(517)	(4,018)	(517)
Proceeds from sale of intangible assets	7	-	3,390	-	3,390
Cash flows from investing activities		195,545	112,055	148,669	93,853
Cash flows used in financing activities					
Repayment of lease liability	15	(2,467)	(2,683)	(11,818)	(12,932)
Repayment of finance cost on lease liability	15	(734)	(492)	(2,408)	(1,717)
Cash flows used in financing activities		(3,201)	(3,175)	(14,226)	(14,649)
Net (decrease) / increase in cash and cash equivalents		(244,068)	1,660,002	(246,879)	1,652,245
Cash and cash equivalents at beginning of the year		2,804,532	1,144,530	2,778,111	1,125,866
Cash and cash equivalents at end of the year	12	2,560,464	2,804,532	2,531,232	2,778,111

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

1. General information

The consolidated and separate financial statements were authorised for issue by the Council on 14 June 2023.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa. The address of its registered office is Cnr University and Kingsway Road, Auckland Park.

2. Basis of preparation and summary of significant accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rands (thousands, except where specifically disclosed).

The consolidated and separate financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards ("IFRS"). The separate financial statements of the University of Johannesburg have been prepared per the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended.

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets – measured at fair value, and
- defined benefit pension plans – plan assets measured at fair value.

The preparation of financial statements in conformity with International Financial Reporting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 4.

Going concern

The consolidated and separate financial statements of the University of Johannesburg have been prepared on a going concern basis. Additional information is disclosed in note 38.

2.1 Consolidation

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Inter-entity transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the group's accounting policies.

Disposal of subsidiaries

When the group ceases to have control any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit/loss.

Associates

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The group's share of post-acquisition profit or loss is recognised in the statements of profit or loss and other comprehensive income, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to share of profit/(loss) of associates in the statements of profit or loss and other comprehensive income.

Profits and losses resulting from upstream and downstream transactions between the group and its associate are recognised in the group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the group.

Dilution gains and losses arising in investments in associates are recognised in the statements of profit or loss and other comprehensive income.

2.2 Foreign currency translation

Functional and presentation currencies

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

All foreign exchange gains and losses are presented in the statement of profit or loss and comprehensive income within 'other operating expenses'.

2.3 Property, plant and equipment

Recognition

Property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Initial measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent measurement - Cost model

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent expenditure incurred on items of property, plant and equipment is only capitalised to the extent that such expenditure enhances the value or previous capacity of those assets. Repairs and maintenance not deemed to enhance the economic benefit or service potential of items of property, plant and equipment are expensed as incurred.

Where the entity replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Depreciation of an asset commences when it is available for use, and ceases at the earlier of the date that the asset is classified as held for sale, or the date that the asset is derecognised.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 years
Building Lifts	60 years
Air-conditioner plants	20 years
Electric generators	25 years
Air-conditioners	22 years
Uninterrupted power supply	20 years
Furniture and equipment (including gas boilers)	20 to 22 years
Computer equipment	12 years
Vehicles	17 years
Network and mainframe computer equipment	15 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of profit or loss and comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R10 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit/(loss).

Impairments

The entity tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in profit or loss, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

Where the estimated impairment loss exceeds the carrying amount of the asset to which it relates, the resulting liability is only recognised if it is required by another standard.

Compensation from third parties for items of property, plant and equipment that were impaired, lost or given up are included in profit or loss when the compensation becomes receivable.

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised when the asset is disposed of or when when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. Gains are classified as other gains on the face of the statements of profit or loss and other comprehensive income.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.4 Intangible assets

Recognition

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

An assessment of the probability of expected future economic benefits that will flow to the entity as a result of the use of an asset is made by management before the asset is recognised. This includes using reasonable and supportive assumptions that represent a best estimate of the set of economic conditions that will exist over the useful life of the asset.

Initial measurement

Intangible assets are initially measured at cost.

Separately acquired assets are initially measured at their purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, and any directly attributable cost of preparing the asset for its intended use.

Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use.

Acquisitions as part of a business combination are initially measured at fair value at acquisition date.

Acquisitions by way of a government grants are initially measured at fair value.

Internally generated goodwill is not recognised as an asset.

The cost of assets acquired through an exchange of assets is measured at fair value at acquisition date unless the exchange lacks commercial substance, or the fair value of neither the asset received nor the asset given up is reliably measurable. The acquired asset is immediately measured in this way even if the asset given up cannot immediately be derecognised. If the acquired asset is not measured at fair value, its cost is measured using the carrying amount of the asset given up.

Internally generated brands, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Subsequent measurement - Cost model

After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation

An intangible asset is regarded by the entity as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Intangible assets with an indefinite useful life are not amortised, but is tested for impairment annually and whenever there is an indication that the intangible asset may be impaired. The intangible asset's determination as having an indefinite useful life is also reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment. Reassessing the useful life of an intangible asset as finite rather than indefinite is an indicator that the asset may be impaired.

Artwork has been identified as having an indefinite useful life as there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

For other intangible assets amortisation is allocated on a systematic basis over its useful life. Where an intangible asset has a residual value, the amortisation amount is determined after deducting its residual value.

The residual values of intangible assets are assumed zero unless:

- there is a commitment by a third party to purchase the asset at the end of its useful life; or
- there is an active market for the asset and:
 - residual value can be determined by reference to that market; and
 - it is probable that such a market will exist at the end of the asset's useful life.

Residual values as well as the useful lives of all assets are reviewed annually. Changes in residual values are treated as a change in estimate and treated in accordance with the relevant accounting policies.

The classification of useful lives and amortisation methods for the various classes of assets are as follows:

Category	Years
Software	10 years
Artwork	Indefinite useful life

Impairments

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Retirements and disposals

An asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on disposal is recognised in profit or loss.

2.5 Financial Assets

Classification

The University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the purpose for which the financial assets were acquired and their contractual cash flows. Management determines the classification of its financial assets at initial recognition.

a) Fair value financial assets through profit and loss

The University classifies the financial assets as fair value through profit or loss, as the cash flows from the instruments are not solely payments of principal and interest. These are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

Mandated external investment managers carry out the investment of the University's funds. The funds are managed in three separate Balanced Fund Portfolios. The main objective of these portfolios is long term growth.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

b) Trade and other receivables

The University classifies its financial assets at amortised cost only if both of the following criteria are met:

- the asset is held within a business model with the objective of collecting the contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

These are included in current assets, except for maturities greater than 12 months after the reporting date, which are classified as non-current assets.

The University's trade receivables comprise student receivables, which are amounts due by customers for the services performed in the ordinary course of business. The University holds student receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

Recognition and measurement

a) Fair value financial assets through profit and loss

Fair value financial assets measured through profit and loss are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Fair value financial assets measured through profit and loss are initially recognised at fair value. Fair value financial assets measured through profit and loss are subsequently carried at fair value through profit or loss. Changes in the fair value of financial assets measured at fair value through profit or loss are recognised in other gains/(losses) in the statement of profit or loss and other comprehensive income as applicable.

The fair value of investments is based on quoted closing prices and other appropriate valuation methodologies as this is most representative of fair value in the circumstance.

Dividends on investments are recognised in the statement of profit or loss and comprehensive income as part of other income when the University's right to receive payments is established.

b) Trade and other receivables

Financial assets measured at amortized cost are financial assets held within a business model aimed at holding the asset in order to collect contractual cash flows. Timing of these cash flows is determined in the contract and comprise solely payments of principle and interest. Assets measured at amortized cost are initially recognized at fair value plus any directly attributable transaction costs. For trade receivables, the transaction price is deemed to be equal to the fair value. Subsequently, these assets are carried at amortized cost using the effective interest method.

Impairment of financial assets

(a) Assets carried at amortised cost

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the non-registration of a student, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments resulting in a breach of contract.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Impairment losses on trade and other receivables are presented as net impairment losses within the statement of profit or loss and comprehensive income. When a trade or other receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease is due to a change in assumption, the reversal of the previously recognised impairment loss is recognised in the statement of profit or loss and comprehensive income.

Derecognition

The University derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the University neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the University recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the group retains substantially all the risks and rewards of ownership of a transferred financial asset, the group continues to recognise the financial asset and also recognises a collateral borrowing for the proceeds received. Gains and losses on financial assets measured at amortised cost are recorded in profit and loss.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.6 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash and cash equivalents are initially measured at fair value and are subsequently measured at amortised cost. Impairment on cash and cash equivalents is measured on a 12 month expected loss basis and reflects the short maturities of the exposures. The University considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counter parties with whom balances are held.

2.7 Trade and other payables

Trade payables are current obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payable are classified as current liabilities if payment is due within 12 months. If not, they are presented as non-current liabilities.

Recognition

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

Derecognition

The group derecognises trade payables when, and only when, the group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.8 Inventories

Recognition

Inventories are recognised as an asset when

- it is probable that future economic benefits associated with the item will flow to the entity; and
- the cost of the inventories can be measured reliably.

Measurement

Inventories are initially measured at cost. Cost include:

- costs of purchase (including taxes, transport, and handling) net of trade discounts received and
- other costs incurred in bringing the inventories to their present location and condition

Inventories are subsequently measured at the lower of cost and net realisable value using the first-in-first-out method.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

2.9 Taxation

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from income tax and are liable for normal South African Income Tax.

Current tax assets and liabilities

Current tax for the current and prior periods is, to the extent unpaid, is recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset. Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.10 Leases

The University leases various buildings and vehicles. Rental contracts are typically made for fixed periods of 6 months to 4 years. Contracts may contain both lease and non-lease components. The University allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the University is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Liabilities arising from a lease are initially measured on a net present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- the exercise price of a purchase option if the University is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the University exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the University, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are initially measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the University is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Right-of-use assets impairment loss occurs when the cash flows expected to be generated from an asset over its useful life can no longer support the carrying value of that asset. When this occurs, the carrying value of the asset is reduced to its recoverable amount.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less, with no expectation of renewal. Low-value assets comprise IT equipment and small items of office furniture, which has an individual asset cost below R10 000.

2.11 Provisions and contingencies

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets and liabilities are not recognised, but details are disclosed in the notes to the annual financial statements.

2.12 Revenue

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

To determine whether to recognise revenue, the University follows a 5-step process:

- 1) Identifying the contract with a customer
- 2) Identifying the performance obligations
- 3) Determining the transaction price
- 4) Allocating the transaction price to the performance obligations
- 5) Recognising revenue when/as performance obligation(s) are satisfied.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

Fees are based on the fee book, standard tuition and residence fee, which is approved by "council". There are no significant judgements applied in the determination of revenue.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Tuition and other fee income

Revenue from tuition, other related fees and residence fees, is recognised over time in the accounting period in which the service relates. When the University is not able to reasonably measure the outcome of the obligation under the contract but expects to recover the costs incurred in satisfying the obligations to date, revenue shall be recognised only to the extent that expenses incurred are eligible to be recovered. Deposits and over payments provided by prospective students are treated as current liabilities until the amount is billed as due.

State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset. Subsidies and grants are in the scope of IAS 20.

Research income

a) Research income in the scope of IAS 20

Research income received from Government is recognised in terms of IAS 20. Revenue is recognised as income in the financial period in which the University has reasonable assurance it will comply with any conditions attached to the grant.

b) Research income in the scope of IFRS 15

Research income not received from Government, is recognised within the scope of IFRS 15, over time. The amount of research income in the scope of IFRS 15 is not material.

2.13 Donations

Bursary and research donations are recognised on receipt of funds from relevant contracts. These donations are included in 'other operating income' in the statement of profit or loss and comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.

2.14 Other operating income

Other operating income includes public sales and services, project income, consultation income, hire of facilities, sundry income and other income. Other operating income are recognised in the period in which they accrue.

2.15 Income from investments

Dividends are recognised when the right to receive payment is established.

Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.16 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

Income received for designated purposes represent grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research - whether in general of within certain areas) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, is transferred on the statement of change in equity to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted use Funds is made to unrestricted funds / council controlled funds. Refer note 3 Fund allocation for further details.

2.17 Loans to subsidiaries and associates

Loans to subsidiaries and associates are recognised initially at fair value, net of transaction costs incurred. Loans to subsidiaries and associates are subsequently stated at amortised cost.

Loans to subsidiaries and associates do not have any contractual repayment terms and do not incur interest and are deemed to be payable on demand.

The University applies the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss for all loans to subsidiaries and associates.

2.18 Finance Income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

2.19 Employee obligations

Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which has a defined contribution plan portion;
- The University of Johannesburg Pension Fund, which has a defined benefit plan portion; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff do not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of profit or loss and comprehensive income, within "personnel" costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method, taking into account a discount rate, inflation rate, salary increase rate and pension increase allowance rate. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

Ownership of surplus in the University's pension fund is addressed by way of the Pension Funds Second Amendment Act. In terms of Paragraph 65 of IAS19, the asset recognised in the University's statement of financial position is the maximum of the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. In terms of the rules of the fund, all surplus is credited to the Employer Surplus Account.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in profit or loss, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-Rand Afrikaans University (RAU).

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement profit or loss and of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-VISTA are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.20 Government grants - Deferred income

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of profit or loss and comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the purchase or construction of the asset. The grant is then deducted from the carrying amount of the asset. The grant is recognised in profit or loss over the life of a depreciable asset as a reduced depreciation expense.

2.21 Borrowings

Borrowings are recognised initially at fair value, minus 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 profit or loss and 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.

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Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.22 Deferred Compensation

Deferred compensation is a benefit to exceptional performers identified within the University. The main purpose was for the University to establish a mechanism to position itself to attract and retain talent on a more sustainable basis. The scheme is based on a 3 year withdrawal cycle where the identified employee is required to display consistent achievement, demonstrate exemplary leadership and should be going beyond the call of duty.

3. Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

Available funds

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- Available funds, restricted use
 - o National Research Foundation and similar funds – restricted use
 - o Endowment funds – restricted use
 - o Bursaries and scholarship funds – restricted use
 - o Residences funds - restricted use
 - o Funds attributable to fair value adjustments - restricted use
- 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:

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Accounting Policies

Fund allocation continued...

- Designated funds
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections
- Committed funds
 - o Capital projects
 - o Future pension fund shortfalls

b) Undesignated -use funds

These comprise funds arising from profit and losses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

4. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2022 are disclosed in note 19.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 19.2.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

Critical accounting estimates and judgements continued...

Impairment of related party loan

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognised in the statement of profit or loss and other comprehensive income.

Residual values and useful lives of assets

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment. The useful life of all zero value assets is reviewed on an ongoing basis.

Fair value and provision for credit losses

IFRS 9's impairment requirements use forward-looking information to recognise expected credit losses (ECL). Instruments within the scope of the requirements included loans and other debt-type financial assets measured at amortised cost, trade receivables and loan commitments.

The University considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collect ability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').
- financial instruments that are outstanding for greater than 90 days and are credit-impaired ('Stage 3').

ECL '12-month expected credit losses' are recognised for Stage 1 while 'lifetime expected credit losses' are recognised for Stage 2 and Stage 3.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

5. Changes in accounting policies and disclosures

Standards and Interpretations effective and adopted in the current year

IFRS 1 First-time Adoption of International Financial Reporting Standards - Annual Improvements to IFRS Standards 2018–2020: Extension of an optional exemption permitting a subsidiary that becomes a first-time adopter after its parent to measure cumulative translation differences using the amounts reported by its parent, based on the parent's date of transition to IFRSs. A similar election is available to an associate or joint venture.

01 January 2022

Not material

IFRS 3 Business Combinations - Reference to the Conceptual Framework:

The amendment updates a reference in IFRS 3 to the Conceptual Framework for Financial Reporting without changing the accounting requirements for business combinations.

01 January 2022

Not material

IFRS 9 Financial Instruments - Annual Improvements to IFRS Standards 2018–2020: The amendment clarifies which fees an entity includes when it applies the '10 per cent' test in assessing whether to derecognise a financial liability.

01 January 2022

Not material

IAS 37 Provisions, Contingent Liabilities and Contingent Assets - Onerous Contracts—Cost of Fulfilling a Contract: The amendments specify which costs should be included in an entity's assessment whether a contract will be loss-making.

01 January 2022

Not material

IAS 16 Property, Plant and Equipment - Property, Plant and Equipment: Proceeds before Intended Use: The amendments prohibit an entity from deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss.

01 January 2022

Not material

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

Changes in accounting policies and disclosures continued...

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

	Effective date: Years beginning on or after	Expected impact
IFRS 10 Consolidated Financial Statements - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28): Narrow scope amendment address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.	The effective date of this amendment has been deferred indefinitely until further notice	Management has performed a high level impact assessment and are not expecting any material changes
IFRS 16 Leases - Lease Liability in a Sale and Leaseback: The narrow-scope amendment requires a seller-lessee in a sale and leaseback transaction to determine 'lease payments' or 'revised lease payments' in a way that the seller-lessee would not recognise any amount of a gain or loss relating to the right of use retained by the seller-lessee. The new requirement does not prevent the seller-lessee from recognising in profit or loss any gain or loss relating to the partial or full termination of a lease.	01 January 2024	Management has performed a high level impact assessment and are not expecting any material changes
IFRS 17 Insurance contracts - IFRS 17 creates one accounting model for all insurance contracts in all jurisdictions that apply IFRS. - IFRS 17 requires an entity to measure insurance contracts using updated estimates and assumptions that reflect the timing of cash flows and take into account any uncertainty relating to insurance contracts. - The financial statements of an entity will reflect the time value of money in estimated payments required to settle incurred claims. - Insurance contracts are required to be measured based only on the obligations created by the contracts. - An entity will be required to recognise profits as an insurance service is delivered, rather than on receipt of premiums. - This standard replaces IFRS 4 – Insurance contracts.	01 January 2023	Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

IAS 1 Presentation of Financial Statements - Classification of Liabilities as Current or Non-current: Narrow-scope amendments to IAS 1 to clarify how to classify debt and other liabilities as current or non-current.

Disclosure of Accounting Policies: The amendments require companies to disclose their material accounting policy information rather than their significant accounting policies, with additional guidance added to the Standard to explain how an entity can identify material accounting policy information with examples of when accounting policy information is likely to be material.

01 January 2023

Management has performed a high level impact assessment and are not expecting any material changes

IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates: The amendments clarify how companies should distinguish changes in accounting policies from changes in accounting estimates, by replacing the definition of a change in accounting estimates with a new definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". The requirements for recognising the effect of change in accounting prospectively remain unchanged.

01 January 2023

Management has performed a high level impact assessment and are not expecting any material changes

IAS 12 Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction: The amendment clarifies how a company accounts for income tax, including deferred tax, which represents tax payable or recoverable in the future. In specified circumstances, companies are exempt from recognising deferred tax when they recognise assets or liabilities for the first time. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations, by clarifying when the exemption from recognising deferred tax would apply to the initial recognition of such items.

01 January 2023

Management has performed a high level impact assessment and are not expecting any material changes

IAS 28 Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28): Narrow scope amendment to address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

The effective date of this amendment has been deferred indefinitely until further notice

Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Accounting Policies

IAS 1 Presentation of Financial Statements - The amendments in Non-current Liabilities with Covenants (Amendments to IAS 1): Modify the requirements introduced by Classification of Liabilities as Current or Non-current on how an entity classifies debt and other financial liabilities as current or non-current in particular circumstances: Only covenants with which an entity is required to comply on or before the reporting date affect the classification of a liability as current or non-current. In addition, an entity has to disclose information in the notes that enables users of financial statements to understand the risk that non-current liabilities with covenants could become repayable within twelve months. Defer the effective date of the 2020 amendments to 1 January 2024.

Three proposals the IASB included in its November 2021 exposure draft were not finalised: the requirement that an entity has to present non-current liabilities with covenants separately in the statement of financial position; the requirement that an entity has to disclose whether and, if so, how it expected to comply with covenants after the reporting date; and the clarifications of some situations in which an entity would not have a right to defer settlement of a liability.

01 January 2024

Management has performed a high level impact assessment and are not expecting any material changes

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

6. Property, plant and equipment

Balances at year end and movements for the year

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2022 - Consolidated													
Balance at 1 January 2022													
At cost	2,485,031	59,022	4,605	69,084	50,557	9,073	966,631	194,126	29,202	15,238	53,385	187,800	4,123,754
Accumulated depreciation	(412,002)	(15,336)	(3,356)	(50,211)	(30,401)	(4,085)	(431,865)	(47,382)	(13,810)	(6,154)	(25,594)	(108,308)	(1,148,504)
Net book value	2,073,029	43,686	1,249	18,873	20,156	4,988	534,766	146,744	15,392	9,084	27,791	79,492	2,975,250
Movements for the year ended 31 December 2022													
Additions from acquisitions	64,004	1,782	-	2,891	4,310	(169)	95,292	26,432	2,308	-	3,524	33,840	234,213
Depreciation	(28,132)	(927)	(1,125)	(1,536)	(1,773)	(1,699)	(38,148)	(16,126)	(863)	(725)	(1,940)	(8,895)	(101,889)
Disposals at cost	-	-	-	-	-	-	-	(679)	-	-	-	(2,770)	(3,449)
Depreciation on disposals	-	-	-	-	-	-	-	641	-	-	-	2,405	3,046
Closing balance at 31 December 2022													
At cost	2,549,035	60,805	4,605	71,977	54,547	8,904	1,061,902	219,679	31,510	15,238	56,911	218,878	4,353,991
Accumulated depreciation	(440,134)	(16,263)	(4,482)	(51,749)	(31,854)	(5,784)	(469,992)	(62,667)	(14,673)	(6,878)	(27,537)	(114,806)	(1,246,819)
Net book value	2,108,901	44,542	123	20,228	22,693	3,120	591,910	157,012	16,837	8,360	29,374	104,072	3,107,172

Assets with zero net carrying value as at 31 December 2022 included in the balances above (cost price).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is property to the value of R156 981 (2021: R173 647) that is still under construction.

During 2022, assets with a cost amount of R55 787 (2021: R93 785) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, assets with an accumulated cost amount of R905 309 (2021: R849 522) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is land to the value of R112 168 (2021: R97 968).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Property, plant and equipment continued..

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2021 - Consolidated													
Balance at 1 January 2021													
At cost	2,226,770	58,250	4,605	69,759	49,745	9,073	934,001	137,696	27,668	15,238	52,540	165,303	3,750,648
Accumulated depreciation	(387,188)	(14,435)	(2,231)	(48,748)	(29,985)	(2,271)	(397,772)	(37,164)	(13,031)	(5,429)	(24,649)	(108,675)	(1,071,578)
Net book value	1,839,582	43,815	2,374	21,011	19,760	6,802	536,229	100,532	14,637	9,809	27,891	56,628	2,679,070
Movements for the year ended 31 December 2021													
Additions from acquisitions	258,265	770	-	638	2,763	-	34,124	58,000	1,533	-	844	28,240	385,177
Depreciation	(24,818)	(900)	(1,125)	(1,464)	(1,625)	(1,814)	(34,867)	(11,727)	(779)	(725)	(944)	(5,328)	(86,116)
Disposals at cost	-	-	-	(1,312)	(1,861)	-	(1,401)	(1,361)	-	-	-	(5,748)	(11,683)
Depreciation on disposals	-	-	-	-	1,119	-	682	1,300	-	-	-	5,700	8,801
Closing balance at 31 December 2021													
At cost	2,485,031	59,022	4,605	69,084	50,557	9,073	966,631	194,126	29,202	15,238	53,385	187,800	4,123,754
Accumulated depreciation	(412,002)	(15,336)	(3,356)	(50,211)	(30,401)	(4,085)	(431,865)	(47,382)	(13,810)	(6,154)	(25,594)	(108,308)	(1,148,504)
Net book value	2,073,029	43,686	1,249	18,873	20,156	4,988	534,766	146,744	15,392	9,084	27,791	79,492	2,975,250

Assets with zero net carrying value as at 31 December 2021, included in the balances above (cost price).

	7,952	1,200	-	25,040	8,819	-	30,335	11,524	1,800	-	2,762	48,248	137,680
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As of 31 December 2021, included in the carrying amount for Land & Buildings, is property to the value of R173 647 (2020: R153 864) that is still under construction.

During 2021, assets with a cost amount of R93 785 (2020: R43 138) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, assets with an accumulated cost amount of R849 522 (2020: R755 737) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2020: R115 620).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

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Property, plant and equipment continued...

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2022 - University													
Balance at 1 January 2022													
At cost	2,287,036	54,101	50,254	69,084	50,383	9,073	960,934	193,243	29,202	15,238	53,315	187,800	3,959,663
Accumulated depreciation	(391,427)	(14,627)	(37,717)	(50,211)	(30,227)	(4,085)	(429,929)	(46,678)	(13,810)	(6,154)	(25,571)	(108,308)	(1,158,744)
Net book value	1,895,609	39,474	12,537	18,873	20,156	4,988	531,005	146,565	15,392	9,084	27,744	79,492	2,800,919
Movements for the year ended 31 December 2022													
Additions from acquisitions	64,005	1,782	-	2,891	4,310	-	94,314	26,385	2,308	-	3,523	33,840	233,359
Depreciation	(25,895)	(806)	(12,414)	(1,536)	(1,773)	(1,699)	(37,672)	(16,034)	(863)	(725)	(1,937)	(8,895)	(110,249)
Remeasurement of lease liability	-	-	-	-	-	(169)	-	-	-	-	-	-	(169)
Disposals at cost	-	-	-	-	-	-	-	(679)	-	-	-	(2,770)	(3,449)
Depreciation on disposals	-	-	-	-	-	-	-	641	-	-	-	2,405	3,046
Closing balance at 31 December 2022													
At cost	2,351,040	55,884	50,254	71,977	54,373	8,904	1,055,226	218,843	31,510	15,238	56,841	218,878	4,188,968
Accumulated depreciation	(417,321)	(15,433)	(50,131)	(51,749)	(31,680)	(5,784)	(467,579)	(61,965)	(14,673)	(6,878)	(27,511)	(114,806)	(1,265,510)
Net book value	1,933,719	40,451	123	20,228	22,693	3,120	587,647	156,878	16,837	8,360	29,330	104,072	2,923,458

Assets with zero net carrying value as at 31 December 2022 included in the balances above (cost price).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is property to the value of R156 981 (2021: R145 481) that is still under construction.

During 2022, assets with a cost amount of R50 587 (2021: R93 785) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, assets with an accumulated cost amount of R900 109 (2021: R849 522) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2021: R97 968).

Assets with zero net carrying value as at 31 December 2022 included in the balances above (cost price).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is property to the value of R156 981 (2021: R145 481) that is still under construction.

During 2022, assets with a cost amount of R50 587 (2021: R93 785) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, assets with an accumulated cost amount of R900 109 (2021: R849 522) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2022, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2021: R97 968).

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Property, plant and equipment continued...

	Land & Buildings	Building Lifts	Buildings - ROU	Uninterrupted power supply	Vehicles	Vehicles - ROU	Furniture & equipment	Computer equipment	Electric generators	Air-conditioner plants	Air-conditioners	Network & Mainframe computer equipment	Total
Reconciliation for the year ended 31 December 2021 - University													
Balance at 1 January 2021													
At cost	2,030,593	53,329	50,254	69,759	49,482	9,073	928,658	136,641	27,668	15,238	52,470	165,303	3,588,468
Accumulated depreciation	(368,871)	(13,848)	(25,303)	(48,748)	(29,726)	(2,271)	(396,228)	(36,318)	(13,031)	(5,429)	(24,629)	(108,675)	(1,073,077)
Net book value	1,661,722	39,481	24,951	21,011	19,756	6,802	532,430	100,323	14,637	9,809	27,841	56,628	2,515,391
Movements for the year ended 31 December 2021													
Additions from acquisitions	256,444	771	-	638	2,763	-	33,675	57,970	1,533	-	844	28,239	382,880
Depreciation	(22,557)	(779)	(12,414)	(1,464)	(1,621)	(1,814)	(34,381)	(11,668)	(779)	(725)	(941)	(5,328)	(94,471)
Disposals at cost	-	-	-	(1,312)	(1,861)	-	(1,401)	(1,361)	-	-	-	(5,748)	(11,683)
Depreciation on disposals	-	-	-	-	1,119	-	682	1,300	-	-	-	5,700	8,801
Closing balance at 31 December 2021													
At cost	2,287,036	54,101	50,254	69,084	50,383	9,073	960,934	193,243	29,202	15,238	53,315	187,800	3,959,663
Accumulated depreciation	(391,427)	(14,627)	(37,717)	(50,211)	(30,227)	(4,085)	(429,929)	(46,678)	(13,810)	(6,154)	(25,571)	(108,308)	(1,158,744)
Net book value	1,895,609	39,474	12,537	18,873	20,156	4,988	531,005	146,565	15,392	9,084	27,744	79,492	2,800,919
Assets with zero net carrying value as at 31 December 2021 included in the balances above (cost price).	7,952	1,200	-	25,040	8,819	-	30,335	11,524	1,800	-	2,762	48,248	137,680

As of 31 December 2021, included in the carrying amount for Land & Buildings, is property to the value of R145 481 (2020: R153 864) that is still under construction.

During 2021, assets with a cost amount of R93 785 (2021: R55 787) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, assets with an accumulated cost amount of R849 522 (2020: R755 737) were reduced as a result of government grants received (note 2.20 and note 19).

As of 31 December 2021, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2020: R101 420).

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

7. Intangible assets

Reconciliation of changes in intangible assets

	Computer software	Artwork	Total
Reconciliation for the year ended 31 December 2022 - Consolidated			
Balance at 1 January 2022			
At cost	54,844	1,602	56,446
Accumulated amortisation	(43,371)	-	(43,371)
Net book value	11,473	1,602	13,075
Movements for the year ended 31 December 2022			
Additions	3,889	130	4,019
Amortisation	(1,990)	-	(1,990)
Disposals at cost	-	-	-
Amortisation on disposals	-	-	-
Closing balance at 31 December 2022			
At cost	58,732	1,732	60,464
Accumulated amortisation	(45,360)	-	(45,360)
Net book value	13,372	1,732	15,104
Reconciliation for the year ended 31 December 2021 - Consolidated			
Balance at 1 January 2021			
At cost	57,600	1,602	59,202
Accumulated amortisation	(41,643)	-	(41,643)
Net book value	15,957	1,602	17,559
Movements for the year ended 31 December 2021			
Additions	517	70	587
Amortisation	(1,611)	-	(1,611)
Disposals at cost	(3,390)	-	(3,390)
Amortisation on disposals	-	-	-
Closing balance at 31 December 2021			
At cost	54,844	1,602	56,446
Accumulated amortisation	(43,371)	-	(43,371)
Net book value	11,473	1,602	13,075

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Intangible assets continued...

Reconciliation for the year ended 31 December 2022 - University	Computer software	Artwork	Total
Balance at 1 January 2022			
At cost	54,719	1,602	56,321
Accumulated amortisation	(43,249)	-	(43,249)
Net book value	11,470	1,602	13,072
Movements for the year ended 31 December 2022			
Additions	3,888	130	4,018
Amortisation	(1,986)	-	(1,986)
Disposals at cost	-	-	-
Amortisation on disposals	-	-	-
Closing balance at 31 December 2022			
At cost	58,607	1,732	60,339
Accumulated amortisation	(45,235)	-	(45,235)
Net book value	13,372	1,732	15,104
Reconciliation for the year ended 31 December 2021 - University	Computer software	Artwork	Total
Balance at 1 January 2021			
At cost	57,592	1,602	59,194
Accumulated amortisation	(41,642)	-	(41,642)
Net book value	15,950	1,602	17,552
Movements for the year ended 31 December 2021			
Additions	517	-	517
Amortisation	(1,607)	-	(1,607)
Disposals at cost	(3,390)	-	(3,390)
Amortisation on disposals	-	-	-
Closing balance at 31 December 2021			
At cost	54,719	1,602	56,321
Accumulated amortisation	(43,249)	-	(43,249)
Net book value	11,470	1,602	13,072

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
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8. Subsidiaries, associates and investments

8.1 Investments in subsidiaries

Cost of investment in commercial entities	-	-	211,871	217,766
Accumulated impairment of investments in commercial entities	-	-	(1,900)	(12,345)
	-	-	209,971	205,421

The cost of investment decreased during the current year as a result of an increase in investment in UJInvnt (Pty) Ltd of R4 550, and a decrease in investment in EyeThenticate (Pty) Ltd of R10 445 due to liquidation.

The accumulated impairment of investments in commercial entities decreased R10 445 due to the liquidation of EyeThenticate (Pty) Ltd.

8.2 Loans to subsidiaries and other entities

Total loans to commercial entities	-	4,224	11,233	26,537
Expected credit loss allowance	-	(4,224)	(3,635)	(13,576)
	-	-	7,598	12,961

Total loans to commercial entities and expected credit loss allowances, decreased during the current year by R9 941 as a result of the liquidation of EyeThenticate (Pty) Ltd.

9. Inventories

Consumables at cost	15,562	17,037	15,360	16,967
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The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R17 006 / University R17 006 (2021: Consolidated R17 291 / University R17 291).

The University does not hold any inventories as security.

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10. Trade and other receivables

Trade receivables	1,105,889	806,919	1,098,497	802,969
NSFAS and other student receipts	(193,147)	(114,739)	(193,147)	(114,739)
Provision for impairment	(606,719)	(534,567)	(602,019)	(530,862)
Student receivables - net carrying amount	306,023	157,613	303,331	157,368
 Other receivables	 148,393	 143,817	 103,210	 98,964
Advances and pre-payments	55,385	43,184	47,106	41,219
Deposits	8,294	7,922	3,121	2,859
Staff loans, receivables and advances	18	90	18	90
Value added tax	3,137	1,960	1,865	276
Non-student receivables - net carrying amount	81,559	90,661	51,100	54,520
Non-student receivables	101,735	103,153	71,123	66,783
Less: Provision for impairment	(20,176)	(12,492)	(20,023)	(12,263)
	454,416	301,430	406,541	256,332

The carrying value of student and other receivables approximate their fair values as shown above, due to their short term nature.

The University does not hold any receivables as security.

Refer to note 33 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

Trade receivables

As of 31 December 2022, student receivables of Consolidated R306 023 / University R303 331 (2021: Consolidated R157 613 / University R157 368) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

The ageing of these receivables is as follows:

Students enrolled in current year	306,023	157,613	303,331	157,368
	306,023	157,613	303,331	157,368

As of 31 December 2022, student receivables of Consolidated R534 567 / University R530 862 (2021: Consolidated R534 567 / University R530 862) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:

Students enrolled in current year	175,050	336,977	170,350	333,272
Students enrolled in prior year	221,134	121,081	221,134	121,081
Students enrolled more than two years ago	210,535	76,509	210,535	76,509
	606,719	534,567	602,019	530,862

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Trade and other receivables continued...				
Movements in the provision for impairment of trade receivables are as follows:				
At 1 January	534,567	271,424	530,862	271,424
Provision for receivables impaired	142,568	332,721	141,573	329,016
Receivables written off during the year as uncollectable	(70,416)	(69,578)	(70,416)	(69,578)
At 31 December	606,719	534,567	602,019	530,862

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of profit or loss and comprehensive income. Amounts charged to the statement of profit or loss and other comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

Other receivables

As of 31 December 2022, other receivables of Consolidated R106 031 / University R71 123 (2021: Consolidated R103 153 / University R66 783) were fully performing.

The ageing of these receivables are as follows:

Not past due	82,696	71,410	52,084	35,040
Past due	19,039	31,744	19,039	31,744
	101,735	103,153	71,123	66,783

As of 31 December 2022, other trade receivables of Consolidated R20 187 / University R20 023 (2021: Consolidated R12 492 / University R12 263) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of the provision is as follows:

Up to 3 months	10,816	3,437	10,663	3,208
> 3 months	9,360	9,055	9,360	9,055
	20,176	12,492	20,023	12,263

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	12,492	8,729	12,263	8,646
Provision for impairment	11,353	5,374	11,322	5,228
Receivables written-off during the year	(3,669)	(1,611)	(3,562)	(1,611)
At 31 December	20,176	12,492	20,023	12,263

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of profit or loss and other comprehensive income. Amounts charged to the statement of profit or loss and comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

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11. Financial assets at fair value through profit or loss

Opening balance 1 January	4,956,992	4,095,899	3,867,076	3,240,981
Net additions and disposals during the year	832,351	580,720	766,045	400,915
Investments fair value gains/(losses) (note 31)	(352,750)	280,373	(282,096)	225,180
	5,436,593	4,956,992	4,351,025	3,867,076

Fair value financial assets include the following:

Government bonds and stocks	767,147	422,534	688,661	351,411
Listed - stocks and debentures	407,495	536,659	301,890	429,887
Listed - shares	3,848,568	3,653,944	2,989,382	2,772,375
Fixed deposits	54,422	56,786	54,422	56,786
Other deposits	325,440	254,966	283,149	224,514
Endowment policies	28,745	27,219	28,745	27,219
Other investments	4,776	4,884	4,776	4,884
	5,436,593	4,956,992	4,351,025	3,867,076

A register of the investments can be obtained from the University of Johannesburg's Treasury office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies as at 31 December 2022 (note 33.7). The valuations are performed by independent fund managers who manage the University's investments under agreed mandates. Other deposits relate to the money market portion of the various portfolios.

Other investment to the value of 4776 (2021: 4884) previously reported under note 8.2 Investments, has been moved to note 11 Financial assets at Fair value as part of enhancement to financial statement disclose in alignment with its nature.

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12. Cash and cash equivalents

Cash at bank and in hand	195,348	259,202	166,116	232,781
Short term cash deposits	2,365,116	2,545,330	2,365,116	2,545,330
Net cash and cash equivalents	2,560,464	2,804,532	2,531,232	2,778,111

The carrying value of cash and cash equivalents approximates its fair value, due to its short term nature.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents. Management of credit risk is disclosed in note 33.

Short term cash deposits are deposits with a maturity term of less than 3 months from acquisition.

The following facilities have been approved by ABSA Bank:

Credit cards	2,000	2,000	2,000	2,000
Fleet cards	1,200	1,200	1,200	1,200
Letters of credit	2,000	2,000	2,000	2,000
ABSA housing scheme	500	500	500	500
Automated clearing bureau credits	15,900	15,900	15,900	15,900
Automated clearing bureau debits	4,500	4,500	4,500	4,500
Forward exchange contracts	300	300	300	300
Foreign exchange settlement limit	300	3,000	300	3,000
Guarantees	1,119	1,119	1,119	1,119
ABSA vehicle management solutions proprietary limited	10,000	10,000	10,000	10,000

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Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
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13. Provisions

Non-current provisions

Provision for Deferred Compensation

Opening Balance	-	1,172	-	1,172
Utilised during the year	-	(1,172)	-	(1,172)
Closing balance	-	-	-	-

Deferred compensation was a benefit payable to exceptional performers identified by the university.

Provision for City of Johannesburg

Opening Balance	36,539	69,845	36,539	69,845
Additions	64,146	40,502	64,146	40,500
Utilised during the year	(74,562)	(73,808)	(74,562)	(73,806)
Closing balance	26,123	36,539	26,123	36,539

A provision has been recognised for un-billed and under-billed utility charges by The City of Johannesburg to the University of Johannesburg.

Total non-current provisions	26,123	36,539	26,123	36,539
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Current provisions

Leave pay provision

Opening Balance	66,249	66,112	66,249	66,112
Additions	100,398	50,230	100,398	50,230
Utilised during the year	(104,710)	(50,093)	(104,710)	(50,093)
Closing balance	61,937	66,249	61,937	66,249

The leave pay provision is based on the Universities obligation to compensate employees for future absences attributable to employees' service already rendered.

Distribution provision

Opening Balance	10,816	-	-	-
Additions	-	10,816	-	-
Utilised during the year	(10,816)	-	-	-
Closing balance	-	10,816	-	-

A distribution provision is recognised based on an obligation by the UJ Metropolitan Academy Trust to make distribution to the UJ Metropolitan Academy.

Total current provisions	61,937	77,065	61,937	66,249
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University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
14. Trade and other payables				
Financial Instruments				
Current				
Trade Payables	52,491	25,076	51,856	24,293
Accruals	161,620	150,561	159,181	146,341
Other payables	1,817,119	1,448,531	1,816,577	1,449,056
	2,031,230	1,624,168	2,027,614	1,619,690
Non-Financial Instruments				
Current				
SARS Payable	85,288	82,018	85,288	82,018
Total trade and other payables	2,116,518	1,706,186	2,112,902	1,701,708

The carrying value for trade and other payables above approximate their fair value amount due to its short term nature.

Included in the other payables is Bursaries of Consolidated R1 713 753 / University R1 713 753 (2021: Consolidated R1 391 543 / University R1 391 543) and Unallocated deposits of Consolidated R9 209 / University R9 209 (2021: Consolidated R78 579 / University R78 579).

15. Leases

Lease liability				
Current	1,785	3,062	1,785	14,087
Non-current	941	2,865	941	2,865

The University has leases for buildings and vehicles. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected in the consolidated statement of financial position as a right-of-use asset and a lease liability. The University classifies its right-of-use assets in a consistent manner to its property, plant and equipment (note 6).

University of Johannesburg

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Leases continued...

The table below describes the nature of the University's leasing activities by type of right-of-use asset recognised in the consolidated statement of financial position:

Right-of-use asset	No. of right- of- use assets leased	Range of remaining term	Average remaining lease term	No. of leases with extension option	No. of leases with option to purchase	No. of leases with termination option
Consolidated						
Buildings	2	1-2 years	1 years	-	-	-
Vehicles	16	2-3 years	2 years	-	-	-
University						
Buildings	3	1-2 years	1 years	-	-	-
Vehicles	16	2-3 years	2 years	-	-	-

The Group has elected not to recognise a lease liability for short term leases (leases with an expected term of 12 months or less) or for leases of low value assets. Payments made under such leases are expensed. (note 26)

The lease liabilities are secured by the related underlying assets. Future minimum lease payments at 31 December 2022 were as follows:

	Within 1 year	1-2 years	2-3 years	> 3 years	Total
Consolidated					
31 December 2022					
Lease payments	2,328	1,303	-	-	3,631
Finance charges	(543)	(362)	-	-	(905)
Net present values	1,785	941	-	-	2,726
31 December 2021					
Lease payments	3,795	2,435	1,383	-	7,613
Finance charges	(734)	(568)	(384)	-	(1,686)
Net present values	3,061	1,867	999	-	5,927

University of Johannesburg

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Leases continued...

University

	Within 1 year	1-2 years	2-3 years	> 3 years	Total
31 December 2022					
Lease payments	2,328	1,303	-	-	3,631
Finance charges	(543)	(362)	-	-	(905)
Net present values	1,785	941	-	-	2,726
31 December 2021					
Lease payments	16,494	2,435	1,383	-	20,312
Finance charges	(2,408)	(568)	(384)	-	(3,360)
Net present values	14,086	1,867	999	-	16,952

Reconciliation of liabilities arising from financing activities

	2021	Cash flows	Non - cash changes New leases	2022
Consolidation				
Lease liabilities	5,927	(3,201)	-	2,726
University				
Lease liabilities	16,952	(14,226)	-	2,726
	2020	Cash flows	Non - cash changes New leases	2021
Consolidation				
Lease liabilities	9,102	(3,175)	-	5,927
University				
Lease liabilities	31,601	(14,649)	-	16,952

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16. Student deposits and accounts in credit

Student accounts in credit	230,224	229,096	230,224	229,096
Income received in advance	9,101	47,522	4,713	30,039
Deposits	186	196	186	196
	239,511	276,814	235,123	259,331

17. Borrowings

Government loans secured by increment guarantees	-	263	-	263
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable 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%.				
	-	263	-	263

The repayment dates of the University's borrowings at the reporting dates are as follows:

Up to 1 year	-	263	-	263
Between 1 and 2 years	-	-	-	-
	-	263	-	263
Less: current portion	-	(263)	-	(263)
	-	-	-	-

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.

18. Deferred income

The Department of Higher Education and Training has been through a process commencing with the development of the Macro Infrastructure Framework (MIF) and culminating with detailed one-on-one discussions with each University regarding their funding applications which were uploaded onto the MIF web-based platform. Funds are allocated to each University in line with infrastructure plans based on the principles agreed upon through the MIF.

Opening balance as at 1 January	264,671	352,839	264,671	352,839
Grants received during the year	15,300	32,393	15,300	32,393
Grants re-allocated	(15,907)	-	(15,907)	-
Grants utilised to reduce asset cost	(55,787)	(93,785)	(55,787)	(93,785)
Grants utilised to reduce operating cost	(18,999)	(26,776)	(18,999)	(26,776)
	189,278	264,671	189,278	264,671
Non-current portion of deferred income	(157,692)	(78,798)	(157,692)	(78,798)
Current portion of deferred income	(31,586)	(185,873)	(31,586)	(185,873)
	(189,278)	(264,671)	(189,278)	(264,671)

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Notes to the Consolidated and Separate Financial Statements

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19. Post-employee benefits				
Post-employee benefits asset				
UJ pension fund (note 19.2)	752,828	816,654	752,828	816,654
Post-employee benefits obligation				
Post-retirement medical benefits (note 19.1)	206,517	220,770	206,517	220,770
UJ Long service awards (note 19.4)	52,687	54,644	52,687	54,644
	259,204	275,414	259,204	275,414
Reconciliation of the actuarial gains / (losses) on post-employee benefits:				
Post-retirement medical benefits	15,116	(32,337)	15,116	(32,337)
UJ Pension fund	(143,010)	(177,196)	(143,010)	(177,196)
UJ Disability fund	(41,372)	23,434	(41,372)	23,434
UJ Long service awards	7,660	(3,818)	7,660	(3,818)
	(161,606)	(189,917)	(161,606)	(189,917)
Reconciliation of the change in asset limit:				
UJ Pension fund	-	309,293	-	309,293
UJ Disability fund	41,372	21,665	41,372	21,665
	41,372	330,958	41,372	330,958
Net Actuarial gain(losses) on defined benefit plans	(120,234)	141,041	(120,234)	141,041

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Post-employee benefits continued...

19.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2022.

Present value of the obligation	(206,517)	(220,770)	(206,517)	(220,770)
	(206,517)	(220,770)	(206,517)	(220,770)

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	(220,770)	(177,967)	(220,770)	(177,967)
Current service cost	(2,458)	(1,586)	(2,458)	(1,586)
Interest cost	(12,680)	(22,194)	(12,680)	(22,194)
Benefits paid	14,275	13,314	14,275	13,314
	(221,633)	(188,433)	(221,633)	(188,433)

Less remeasurements:

- (Gain)/loss from change in financial assumptions	(13,303)	27,162	(13,303)	27,162
- (Gain)/loss from change in demographic assumptions	(1,813)	5,175	(1,813)	5,175
	(15,116)	32,337	(15,116)	32,337

Present value of obligation: end of the period	(206,517)	(220,770)	(206,517)	(220,770)
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The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled, resulting in higher defined benefit obligation.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Interest: The risk that future interest rates are higher than expected , resulting in higher defined benefit obligation.

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Post-employee benefits continued...

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

Effective date of assumptions	31-Dec-22	31-Dec-21	31-Dec-22	31-Dec-21
Post retirement plan				
Discount rate	13.10%	12.30%	13.10%	12.30%
Health care cost inflation	10.20%	10.10%	10.20%	10.10%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	5.60%	4.00%	5.60%	4.00%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(9,757)	(13,313)	(9,757)	(13,313)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

Healthcare cost inflation				
1% increase	21,396	23,698	21,396	23,698
Change %	10.40%	10.70%	10.40%	10.70%
1% decrease	(18,313)	(20,272)	(18,313)	(20,272)
Change %	-8.90%	-9.20%	-8.90%	-9.20%
Discount rate				
1% increase	(18,592)	(20,685)	(18,592)	(20,685)
Change %	-9.00%	-9.40%	-9.00%	-9.40%
1% decrease	22,054	24,583	18,313	20,272
Change %	10.70%	11.10%	10.70%	11.10%
Expected retirement age				
1 year increase	(6,530)	(7,503)	(6,530)	(7,503)
Change %	-3.20%	-3.40%	-3.20%	-3.40%
1 year decrease	6,371	7,539	6,371	7,539
Change %	3.10%	3.40%	3.10%	3.40%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

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Post-employee benefits continued...

19.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2022. Contributions to the provident fund are charged to the statement of profit or loss and comprehensive income in the year in which they are incurred.

Balance at end of the year

Present value of the obligation	(743,848)	(784,378)	(743,848)	(784,378)
Fair value of plan assets	1,496,676	1,601,032	1,496,676	1,601,032
Defined benefit surplus at 31 December	752,828	816,654	752,828	816,654

Reconciliation of the present value of the obligation

Defined benefit obligation at beginning of the year	784,378	789,004	784,378	789,004
Member contributions	926	1,143	926	1,143
Service cost	3,796	4,175	3,796	4,175
Interest cost	73,263	61,534	73,263	61,534
	862,363	855,856	862,363	855,856

Remeasurements:

- Actuarial (gain)/loss	(54,291)	(5,767)	(54,291)	(5,767)
Benefit payments	(64,224)	(65,711)	(64,224)	(65,711)
Defined benefit obligation at 31 December	743,848	784,378	743,848	784,378

Reconciliation of the fair value of plan assets

Fair Value of assets as at 1 January	1,601,032	1,384,114	1,601,032	1,384,114
University contributions	1,955	2,409	1,955	2,409
Member contributions	926	1,143	926	1,143
	1,603,913	1,387,666	1,603,913	1,387,666

Remeasurements:

-Net interest income/(expense)	152,416	109,520	152,416	109,520
-Actuarial gain/(loss)	(197,301)	171,429	(197,301)	171,429
	(44,885)	280,949	(44,885)	280,949

Benefits paid	(62,352)	(67,583)	(62,352)	(67,583)
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Fair Value of assets as at 31 December	1,496,676	1,601,032	1,496,676	1,601,032
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The actual return on plan assets is as follows:	(44,885)	280,949	(44,885)	280,949
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Post-employee benefits continued...

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their pension benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

Cash	2.83%	2.58%	2.83%	2.58%
Equity	40.90%	41.78%	40.90%	41.78%
Bonds	23.10%	23.21%	23.10%	23.21%
Property	3.09%	3.71%	3.09%	3.71%
International	28.74%	27.59%	28.74%	27.59%
Other	1.34%	1.13%	1.34%	1.13%
Total	100 %	100 %	100 %	100 %

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2022.

Discount rate	10.70%	9.70%	10.70%	9.70%
Inflation rate	5.60%	5.50%	5.60%	5.50%
Salary increase rate	6.60%	6.50%	6.60%	6.50%
Pension increase allowance (Ex-NTRF)	3.64%	3.58%	3.64%	3.58%
Pension increase allowance (Other pensioners)	3.08%	3.03%	3.08%	3.03%
UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:	2,129	1,217	2,129	1,217

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Post-employee benefits continued...

Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

Discount rate

1% increase	(45,279)	(59,345)	(45,279)	(59,345)
Change %	-6.10%	-7.60%	-6.10%	-7.60%
1% decrease	59,309	73,203	59,309	73,203
Change %	8.00%	9.40%	8.00%	9.40%

Inflation rate

1% increase	37,101	44,676	37,101	44,676
Change %	5.00%	5.70%	5.00%	5.70%
1% decrease	(32,392)	(39,398)	(32,392)	(39,398)
Change %	-4.40%	-5.00%	-4.40%	-5.00%

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Post-employee benefits continued...

19.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2022.

Balance at end of the year

Present value of the obligation	(55,829)	(42,427)	(55,829)	(42,427)
Fair value of plan assets	194,724	211,803	194,724	211,803
Unrecognised surplus due to IAS 19(a) limit	(138,895)	(169,376)	(138,895)	(169,376)
Defined benefit surplus at 31 December	-	-	-	-

The IAS 19(a), paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds or reductions in future contributions.

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	42,427	40,897	42,427	40,897
Current service cost	1,746	1,721	1,746	1,721
Interest cost	2,717	2,031	2,717	2,031
	46,890	44,649	46,890	44,649
- Actuarial (gain)/loss	23,095	8,750	23,095	8,750
Benefits paid (net of reinsurance proceeds)	(14,156)	(10,972)	(10,972)	(10,972)
Present value of obligation: end of year	55,829	42,427	59,013	42,427

Reconciliation of the movement in the plan assets:

Present value of assets beginning of the year	211,803	180,757	211,803	180,757
Contributions (net of reinsurance premiums)	(1,746)	(1,721)	(1,746)	(1,721)
Value of assets as at 31 December	210,057	179,036	210,057	179,036
Remeasurements:				
-Net interest income/expense	15,354	9,816	15,354	9,816
-Actuarial (loss)/gain	(18,277)	32,184	(18,277)	32,184
	(2,923)	42,000	(2,923)	42,000
Benefits (net of reinsurance premiums)	(12,410)	(9,233)	(12,410)	(9,233)
Value of assets as at 31 December	194,724	211,803	194,724	211,803

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Post-employee benefits continued...

The actual return on plan assets is as follows:

	(2,923)	42,000	(2,923)	42,000
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The assets of the University of Johannesburg Disability Fund were invested as follows:

Cash	-0.88%	0.56%	-0.88%	0.56%
Equity	38.56%	51.71%	38.56%	51.71%
Bonds	14.79%	20.64%	14.79%	20.64%
Property	3.15%	3.50%	3.15%	3.50%
International	43.28%	22.64%	43.28%	22.64%
Other	1.10%	0.95%	1.10%	0.95%
Total	100 %	100 %	100 %	100 %

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2022.

Claimants

Number of members	23	19	23	19
Annual benefit	10,084	7,836	10,084	7,836
Annual reinsured benefit	1,074	1,074	1,074	1,074
Benefit weighted average service	56.5 yrs	56.8 yrs	56.5 yrs	56.8 yrs
Effective date of assumptions	31 Dec 2022	31 Dec 2021	31 Dec 2022	31 Dec 2021

The principal assumptions used for accounting purposes were as follows:

General inflation rate	4.80%	4.10%	4.80%	4.10%
Discount rate	9.00%	7.50%	9.00%	7.50%
Expected increases in benefits	5.80%	5.10%	5.80%	5.10%

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

Inflation rate				
1% increase	58,707	44,665	58,707	44,665
Change %	5.20%	5.30%	5.20%	5.30%
1% decrease	(53,152)	(40,328)	(53,152)	(40,328)
Change %	-4.80%	-4.90%	-4.80%	-4.90%
Discount rate				
1% increase	(53,438)	(40,628)	(53,438)	(40,628)
Change %	-4.30%	-4.20%	-4.30%	-4.20%
1% decrease	58,447	44,381	58,447	44,381
Change %	4.70%	4.60%	4.70%	4.60%

University of Johannesburg

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Post-employee benefits continued...

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2016 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- a) The death of the member; or
- b) The member attaining normal retirement age; or
- c) The member ceasing to be a member of the Fund; or
- d) Discontinuance of the payment of premiums in respect of a member; or
- e) Absence of the member as defined; or
- f) The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

The University of Johannesburg (Policy holder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policy holder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policy holder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policy holder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability

University of Johannesburg

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Post-employee benefits continued...

19.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability was valued at 31 December 2022. This obligation is funded from University's reserves.

Reconciliation of the movement in the long service award obligation:

Present value of obligation: beginning of the year	53,783	44,343	53,783	44,343
Current service cost	6,251	5,405	6,251	5,405
Interest cost	5,192	4,238	5,192	4,238
	<u>65,226</u>	<u>53,986</u>	<u>65,226</u>	<u>53,986</u>
- Actuarial (gain)/loss	(7,660)	3,818	(7,660)	3,818
Benefits paid	(4,879)	(4,021)	(4,879)	(4,021)
Present value of obligation: end of period	<u>52,687</u>	<u>53,783</u>	<u>52,687</u>	<u>53,783</u>

The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:	4,864	4,021	4,864	4,021
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The significant actuarial assumptions were as follows:

Discount rate	11.30%	10.10%	11.30%	10.10%
Salary inflation	6.80%	7.10%	6.80%	7.10%
CPI inflation	5.80%	5.60%	5.80%	5.60%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs

The sensitivity analysis of the liability to changes in the principal assumptions is:

Discount rate				
1% increase	(49,334)	(58,058)	(49,334)	(58,058)
Change %	-6.40%	-7.90%	-6.40%	-7.90%
1% decrease	56,501	50,024	56,501	50,024
Change %	7.20%	7.00%	7.20%	7.00%
Salary inflation				
1% increase	12,801	12,453	12,801	12,453
Change %	8.10%	8.80%	8.10%	8.80%
1% decrease	(10,983)	(10,548)	(10,983)	(10,548)
Change %	-7.20%	-7.80%	-7.20%	-7.80%

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Post-employee benefits continued...

Expected retirement age

1 year increase	54,565	55,884	54,565	55,884
Change %	3.50%	3.90%	3.50%	3.90%
1year decrease	(50,596)	(51,559)	(50,596)	(51,559)
Change %	-4.00%	-4.10%	-4.00%	-4.10%

20. State appropriations - subsidies and grants

Block grant	2,525,717	2,572,371	2,525,717	2,572,371
University capacity development	27,877	54,505	27,877	54,505
Foundation phase development	61,564	60,841	61,564	60,841
Interest and redemption of government approved loans	14	526	14	526
Clinical training of health professionals	18,200	11,943	18,200	11,943
	2,633,372	2,700,186	2,633,372	2,700,186

21. Tuition and other fee income

Tuition Fees	1,979,380	1,898,348	1,979,380	1,898,348
Registration Fees	35,018	33,966	35,018	33,966
Levy Income	31,765	31,079	31,765	31,079
Other Fees	1,140	778	1,140	778
Tuition and other related fees	2,047,303	1,964,171	2,047,303	1,964,171
Residence Fees	242,924	208,504	222,821	196,453
	2,290,227	2,172,675	2,270,124	2,160,624

22. Research income

Research income NRF	182,491	156,855	182,491	156,855
Contract Research International	24,256	52,957	24,256	52,957
Contract Research National	91,969	84,736	92,371	84,989
Non-obligated Research income	15,081	24,408	15,389	24,408
Research donations	1,449	2,112	1,449	2,112
	315,246	321,068	315,956	321,321

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23. Other operating income

Sundry income	16,407	19,990	3,553	20,127
Hire out of facilities	4,820	2,678	4,820	2,678
Consultation/Evaluation income	7,338	6,624	7,338	6,624
Project income	26,725	27,781	26,723	18,675
Public sales and services	135,030	97,469	79,674	38,433
Other income	8,202	59,001	8,201	58,999
Insurance claim	3,334	3,716	3,334	3,716
PPE gains	291	211	291	211
Donations	147,580	141,790	147,580	166,790
Total other income	349,727	359,260	281,514	316,253

24. Personnel costs

Academic professionals	1,433,623	1,345,430	1,433,623	1,345,430
Support personnel	1,773,265	1,522,313	1,722,378	1,469,118
Other post-retirement costs	17,146	119,691	17,146	119,691
Pension cost - defined contribution plans	236,388	221,378	236,388	221,378
Pension cost - defined benefit plans	6,015	6,879	6,015	6,879
	3,466,437	3,215,691	3,415,550	3,162,496

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	4,438	4,342	4,357	4,319
Part Time	4,128	4,752	3,756	3,202

25. Bursaries Awarded

Student bursaries awarded	407,331	459,814	407,331	459,814
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26. Other expenses				
Other expenses comprise:				
Auditors remuneration	20,591	15,657	20,259	15,386
- external audit	9,317	7,778	8,985	7,575
- internal audit	6,903	5,586	6,903	5,586
- other audit services	4,371	2,293	4,371	2,225
Advertising	37,610	35,638	37,046	35,517
Bank charges	8,785	7,231	8,694	7,145
Books and periodicals	139,355	140,875	139,355	140,875
Cartridges	1,022	1,042	1,022	1,040
Cleaning	22,865	18,014	21,759	17,150
Conference registration fees	19,071	5,697	19,053	5,697
Consulting fees	80,725	77,284	76,701	74,483
Copyright fees	6,894	6,494	6,894	6,494
Corporate functions	14,948	2,639	14,948	2,639
Cost of sales	17,960	9,603	17,960	9,603
Data lines	9,346	7,437	9,168	7,437
Foreign exchange (gains)/losses	(332)	(583)	(332)	(583)
Fuel, Oil and Gas	26,794	9,171	26,392	8,758
Functions and entertainment	38,029	14,419	37,822	14,355
Grants and donations	3,213	6,467	(187)	2,517
Insurance	17,925	15,524	17,874	15,519
Leases of low value assets	6,393	810	6,393	810
Legal expense	19,613	12,966	19,580	12,796
Medical Aid Pensioners	13,408	12,999	13,408	12,999
Membership fees	9,249	11,235	9,216	11,213
Municipal rates, taxes and electricity	231,227	186,008	223,262	179,298
Other expenses	130,273	104,533	114,017	161,002
Printing	29,147	18,138	29,147	17,685
Protective clothing	8,436	12,277	8,175	11,549
Repairs and maintenance	136,825	98,962	143,057	104,498
Security contracts	38,410	28,210	38,990	27,629
Services Rendered - outsourced	106,585	80,398	105,253	75,681
Short-term leases	38,756	22,781	36,949	21,325
Software licenses	93,367	87,192	92,157	86,312
Staff development	22,133	13,459	21,486	12,922
Stationery	3,703	2,476	3,685	2,368
Student expenses	10,419	9,390	10,419	9,390
Tax expense in subsidiaries	639	948	-	-
Teaching and laboratory consumables	41,034	35,602	39,034	34,739
Telephone and fax	1,264	3,676	938	3,364
Travel and accommodation	101,629	22,988	101,333	22,866
	1,507,311	1,137,657	1,470,927	1,172,478

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27. Impairment (gains)/ losses

Loans to subsidiaries and other entities	-	9,378	-	(13,072)
	-	9,378	-	(13,072)

An impairment gain was recognised during the 2021 financial year period as a result of a reversal of provision for impairment for loans with Resolution Circle, as the loan with Resolution Circle was converted to equity.

28. Finance income

Student fees	25,659	27,816	25,505	27,675
Current accounts	6,922	3,022	5,549	2,192
Defined benefit plan	57,485	39,573	57,485	39,573
	90,066	70,411	88,539	69,440

29. Finance costs

Borrowings	84	115	84	115
Lease obligations	727	492	2,401	1,717
	811	607	2,485	1,832

30. Income from investments

Dividends on fair value through profit or loss financial assets	132,516	75,883	104,415	52,072
Interest on fair value through profit or loss financial assets	300,568	238,518	280,125	221,779
	433,084	314,401	384,540	273,851

31. Investments fair value gains/(losses)

Fair value movement transfer on disposal of investments	202,075	366,265	165,519	267,774
Profit on sale of investments	207,302	366,921	170,392	267,774
Loss on sale of investments	(5,227)	(656)	(4,873)	-
Unrealised fair value movement transfer on investments	(352,750)	280,373	(282,096)	225,180
Unrealised profit	8,743	287,323	6,464	230,704
Unrealised loss	(361,493)	(6,950)	(288,560)	(5,524)
Fair value movement on investments	(150,675)	646,638	(116,577)	492,954

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32. Related parties

The University of Johannesburg controls or owns shares of the following entities:

Entity and principal business activities	Year End	Shareholding	Principal place of business
• UJInvnt (Pty) Ltd The Company is a wholly-owned (100%) private holding company of the Shareholder, established for the following purpose: * the commercialisation on behalf of the University including, but not limited, to the following: Intellectual Property, providing technical and training services, consultancy services and courses; and * a Company that will hold shareholding on behalf of the Shareholder, and act as the Holding Company for commercial activities.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• Resolution Circle (Pty) Ltd Resolution Circle is a training hub that prides itself on providing experiential learning opportunities to undergraduate electrical and mechanical engineering students from universities of technology, practical in-service project training, various short-learning and candidacy programs applicable to the ever-changing world of engineering and engineering technology.	31 December	100% Through UJInvnt (Pty) Ltd	Qoboza Klaaste Building, 20 Heights St, Doornfontein
• Million Up Trading (Pty) Ltd The principal activities of this company is to provide accommodation to students.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• UJ Properties (Pty) Ltd The principal activities of this company is engaged in property holding and operates principally in South Africa.	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
• University of Johannesburg / City Lodge Educational Trust The Trust is a separate entity with the University being its sole beneficiary. The principal activity of the Trust is to maintain its assets for capital growth and for the sole benefit of the University through an annual distribution. The funds are managed by an independent Board of Trustees, 2 appointed by City Lodge and 2 appointed by the University of Johannesburg.	30 June	N/A	Cnr University and Kingsway Rd, Auckland Park

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Related parties continued...

• UJ Trust The UJ Trust is a related party to the University of Johannesburg by virtue of control vesting in the Trustees, as appointed by the University, as well as the University being its sole beneficiary. The Trust's main objective is to support the strategic objectives of the University financially in its capacity as a PBO.	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
• UJ Metropolitan Academy Trust The UJ Metropolitan Academy Trust was setup with the objective to promote, foster and advance the interest of the UJ Metropolitan Academy and of all those who from time to time are students at the Academy by such means as the trustees may in their discretion deem to be expedient and in particular by providing further or better education, academic or recreational facilities at the Academy.	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
• Gradnet Portal (Pty) Ltd The principal activities of this company is to supply online services to students and alumni of education institutions. Inactive, company in process of liquidation	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• IntelliLAB (Pty) Ltd IntelliLAB is a Media Production Company. Its objective is to create innovative video content for mostly TV channels, but also to integrate all possible media channels. Inactive, company in process of liquidation.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• UJ Entrepreneurship Trust The overriding purposes and objectives of the Trust are to provide funding on a non-profit basis to small, medium and micro-sized enterprises.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• Johannesburg Business School (Pty) Ltd The principal activities of this company is to ensure the trademark of Johannesburg Business School is protected.	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
• Naledi Computer Systems (Pty) Ltd The principal activities of this company is to provide computer related services, products and technology. Inactive, company in process of liquidation.	31 December	80.00%	Forty Four Main Street, Johannesburg

University of Johannesburg

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Related parties continued...

The University of Johannesburg has an interest in the following companies:

All related parties with a Year End's other than December are consolidated up to December.

		Shareholding		
	Year End	University of Johannesburg	Non-controlling interest	Principal place of business
• Praestet (Pty) Ltd Production of paediatric hospital beds that effectively facilitates treatment of children in hospital. Shareholding still in process of being resolved.	31 December	N/A	N/A	115 Roseways 17 Tyrwhitt Avenue Roseways
• University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC.	31 December	4.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
• Verisol (Pty) Ltd The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch

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Related parties continued...

The University of Johannesburg no longer has an interest in the following companies:

		Shareholding		
	Year End	University of Johannesburg	Non-controlling interest	Principal place of business
• EyeThenticate (Pty) Ltd Retina scanning technology. Liquidated during 2022.	28 February	2021: 43.8%	N/A	Cnr University and Kingsway Rd,
• Photovoltaic Intellectual Property (Pty) Ltd The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel. Deregistered during 2022.	28 February	2021: 38.44%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
• Youth Development Institute of South Africa YDISA was established to conduct youth development research, develop youth development programmes and projects, implement in pilot youth development programmes, develop models for the youth sector, manage and disseminate youth development knowledge and inform youth related policies. Deregistered during 2022.	31 December	2021: 50%	N/A	Cnr University and Kingsway Rd, Auckland Park

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Related parties continued...

32.1 Key Management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executives.

Compensation paid to key management and members of Council

Salaries and other short-term employee benefits

- members of council	929	911	929	911
- management (note 39)	80,040	70,884	80,040	70,884
	<u>80,969</u>	<u>71,795</u>	<u>80,969</u>	<u>71,795</u>

Members of Council

Baleni MF	114	100	114	100
Dlamini S	31	43	31	43
Gebhardt CR	-	8	-	8
Gugushe K	90	72	90	72
Hildebrandt D	58	47	58	47
Kakana X	45	55	45	55
Khosa G	22	47	22	47
Khoza M	27	51	27	51
Khumalo M	63	64	63	64
Mateza L	20	19	20	19
Matlala Z	-	41	-	41
Molope WCN	33	-	33	-
Mpunzi LM	18	-	18	-
Ndema Y	86	76	86	76
Rowland W	152	123	152	123
Schreiner JA	18	-	18	-
Tshilande MC	71	64	71	64
Teke MS	80	99	80	99
Van Staden C	-	4	-	4
	<u>929</u>	<u>911</u>	<u>929</u>	<u>911</u>

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Related parties continued...

Payment to members of Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – aggregate amount paid R'000	Reimbursement of expenses - aggregate paid
31 December 2022			
Chair of Council	1	80	-
Deputy Chair of Council	1	86	-
Chairs of Committees	6	410	1
Members of Council	8	353	-
31 December 2021			
Chair of Council	2	174	-
Chairs of Committees	6	359	-
Members of Council	8	378	-

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Related parties continued...

32.2 Related party transactions and balances

Loans to related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd		Total	
	2022	2021	2022	2021
Opening balance	-	2,296	-	2,296
Loans advances during year	-	-	-	-
Reallocation/Write off	-	(2,296)	-	(2,296)
Impairment of loan	-	-	-	-
Closing balance	-	-	-	-

University

University	Photovoltaic Intellectual Property (Pty) Ltd		A Million Up Investments 76 (Pty) Ltd		Total	
	2022	2021	2022	2021	2022	2021
Opening balance	-	2,296	12,961	12,010	12,961	14,306
Loans advances during year	-	-	-	951	-	951
Loans repayment received	-	-	(5,363)	-	(5,363)	-
Reallocation/Write off	-	(2,296)	-	-	-	(2,296)
Impairment of loan	-	-	-	-	-	-
Closing balance	-	-	7,598	12,961	7,598	12,961

The loans are unsecured, bear no interest and have no repayment terms.

Investments in related parties:

University	UJvint (Pty) Ltd		UJ Properties (Pty) Ltd		A Million Up Investments 76 (Pty) Ltd		Gradnet Portal (Pty) Ltd		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Opening balance	25,749	300	90,636	90,636	85,431	85,431	3,605	3,605	205,421	179,972
Investments during year	4,550	25,449	-	-	-	-	-	-	4,550	25,449
Closing balance	30,299	25,749	90,636	90,636	85,431	85,431	3,605	3,605	209,971	205,421

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Related parties continued...

32.3 Related party transactions and balances

The following transactions were carried out with related parties

(a) Purchase of goods and services

Purchases of services:

from Resolution Circle (Pty) Ltd	-	-	10,421	7,892
from UJ Properties (Pty) Ltd	-	-	10,275	11,043

(b) Sale of goods and services

Sale of services:

to Resolution Circle (Pty) Ltd	-	-	542	402
to UJ Properties (Pty) Ltd	-	-	4,578	3,545
to University Sports Company (Pty) Ltd	379	143	379	143
to Million Up Trading (Pty) Ltd	-	-	4,609	4,432
to UJInvst (Pty) Ltd	-	-	358	-

(c)

Year-end balances arising from purchases of goods/services

Payables to related parties:

Resolution Circle (Pty) Ltd	-	-	210	167
UJ Properties (Pty) Ltd	-	-	3,340	1,058

(d) Donations to and from related parties:

Donation to related parties:

Million Up Trading (Pty) Ltd	-	-	-	40,658
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Donation from related parties:

UJ Trust	-	-	-	25,000
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University of Johannesburg

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33. Financial risk management

Overview

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

This note explains the group's exposure to financial risks and how these risks could affect the group's future financial performance. Current year profit and loss information has been included where relevant to add further context.

33.1 Risk	Exposure arising from	Measurement	Management
Market risk – currency	Future commercial transactions	Cash flow forecasting and sensitivity analysis	Forward exchange contracts
Market risk – interest rate	Interest bearing investments (long and short term)	Sensitivity analysis	Bank diversification (short term).
Market risk - security prices	Investments in equity securities	Sensitivity analysis	Portfolio diversification
Credit risk	Cash and cash equivalents, trade receivables, debt investments and contract assets	Aging analysis and credit ratings	Diversification of bank deposits, credit limits and letters of credit. Investment guidelines for debt investments
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Monitoring daily cash levels and requirements

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

33.2 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 11.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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Financial risk management continued...

ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with 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 12.

A 1% change in the interest rate could have a Consolidated R9 786 / University R9 786 (2021: Consolidated R25 453 / University R25 453) interest income influence on an annual basis ie. a Consolidated R9 786 / University R9 786 (2021: Consolidated R25 453 / University R25 453) influence on profit and loss and equity.

This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R9 786/ University R9 786 (2021: Consolidated R25 453 / University R25 453).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 11.

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as fair value through profit or loss financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

A 10% change in the price rate could have a Consolidated R400 000 / University R300 000 (2021: Consolidated R200 000 / University R200 000) influence on an annual basis on profit and loss and equity.

Listed equities	3,848,568	2,251,622	2,989,382	2,011,204
10% change impact	400,000	200,000	300,000	200,000

For the period ended 31 December 2022, 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 Consolidated R3 848 568 / University R2 989 382 (2022: Consolidated R2 251 622 / University R2 011 204) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

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Financial risk management continued...

33.3 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counter party to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 40% of the available funds abroad.

All funds are invested with BB rated financial institutions, or guaranteed by the government.

The University defines a financial instrument as in default, which is fully aligned with the definition of credit impaired, when it meets one or more of the following criteria:

Quantitative criteria:

The borrower is more than 30 days past due on its contractual payments.

Qualitative criteria:

The borrower meets unlikelihood to pay criteria, which indicates the borrower is in significant financial difficulty. These are instances where:

- The borrower is in long-term forbearance.
- The borrower is in breach of financial covenant(s) if applicable.
- It is becoming probable that the borrower will enter bankruptcy.
- Financial assets are purchased or originated at a deep discount that reflects incurred credit losses.
- An active market for that financial asset has disappeared.

The criteria above have been applied to all financial instruments held by the University and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the PD, EAD and LGD throughout the University's expected loss calculations.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of three months. This period of three months has been determined based on an analysis which considers the likelihood of a financial instrument returning to default status after cure using different possible cure definitions.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Credit worthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

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Financial risk management continued...

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

At year end all student receivables are past due as the last due date is 31 August of that period. In calculating the provision, the student receivables balance is stratified between NSFAS receivables and other student receivables. In calculating the provision for other student receivables a historical loss rate is used and the impact of forward looking information is not material. In calculating the provision for NSFAS receivables, the probability of default is determined using an appropriate credit rating.

Details of the student receivables as at 31 December 2022:

Student receivables	912,742	692,180	905,350	688,230
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	306,023	157,613	303,331	157,368
- impaired (more than 4 months overdue)	606,719	534,567	602,019	530,862
Less: Provision for impairment	(606,719)	(534,567)	(602,019)	(530,862)
Student receivables – net carrying amount	306,023	157,613	303,331	157,368

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to customers with an appropriate credit history. It does not insure its other trade receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received

The provision for impairment is calculated based on the following:

- Outstanding invoices greater than 4 months and invoices handed over to attorneys are impaired
- Outstanding invoices greater than R1 million are assessed for impairment.

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Financial risk management continued...				
Details of the other receivables as at 31 December 2022 are as follows:				
Other receivables	168,569	156,309	123,233	111,227
- fully performing	148,393	143,817	103,210	98,964
- past due but not impaired	-	-	-	-
- impaired	20,176	12,492	20,023	12,263
Less: Provision for impairment	(20,176)	(12,492)	(20,023)	(12,263)
Other receivables – net carrying amount	148,393	143,817	103,210	98,964
Student receivables				
At 1 January	534,567	271,424	530,862	271,424
Provision for receivables impaired	142,568	332,721	141,573	329,016
Receivables written off during the year as uncollectable	(70,416)	(69,578)	(70,416)	(69,578)
At 31 December	606,719	534,567	602,019	530,862
Ageing of provision for impairment				
Handed over to collecting agencies – more than two years	210,535	197,590	210,535	197,590
Handed over to collecting agencies – prior year	221,134	336,977	221,134	333,272
4 Months overdue	175,050	-	170,350	-
	606,719	534,567	602,019	530,862
Other receivables				
At 1 January	12,492	8,729	12,263	8,646
Provision for receivables impaired	11,353	5,374	11,322	5,228
Receivables written off during the year as uncollectable	(3,669)	(1,611)	(3,562)	(1,611)
At 31 December	20,176	12,492	20,023	12,263
Ageing of provision for impairment				
Handed over to collecting agencies – 2019	-	569	-	569
Handed over to collecting agencies – 2020	2,388	1,929	2,388	1,929
Handed over to collecting agencies – 2021	6,183	1,671	6,183	1,671
Handed over to collecting agencies – 2022	684	-	684	-
Impaired as at reporting date	10,932	8,323	10,768	8,094
	20,187	12,492	20,023	12,263

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Financial risk management continued...

As at 31 December, the age analysis of receivables, all of which are due, is as follows:

Student receivables

	Current Year	Prior Year	More than two years ago	Total
Consolidated - 2022				
Gross receivable	481,073	221,134	210,535	912,742
Provision for expected losses	175,050	221,134	210,535	606,719
Expected loss rate	36 %	100 %	100 %	66 %
Consolidated - 2021				
Gross receivable	494,590	121,081	76,509	692,180
Provision for expected losses	336,977	121,081	76,509	534,567
Expected loss rate	68 %	100 %	100 %	77 %
University - 2022				
Gross receivable	473,681	221,134	210,535	905,350
Provision for expected losses	170,350	221,134	210,535	602,019
Expected loss rate	36 %	100 %	100 %	66 %
University - 2021				
Gross receivable	490,640	121,081	76,509	688,230
Provision for expected losses	333,272	121,081	76,509	530,862
Expected loss rate	68 %	100 %	100 %	77 %

Due to the nature of its operations, the University tracks outstanding fees on an academic year basis. The University considers all prior years' outstanding fees as past due. The University anticipates that the majority of the current year fees will be settled as part of the registration process for the 2023 academic year. It is the University policy that returning students are not allowed to register with outstanding fee debt.

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Financial risk management continued...

Other receivables

	Current	0 - 30 days	30 - 60 days	60 days +	Total
Consolidated - 2022					
Gross receivable	67,884	7,685	3,835	26,627	106,031
Provision for expected losses	-	-	-	20,176	20,176
Expected loss rate	0 %	0 %	0 %	76 %	19 %
Consolidated - 2021					
Gross receivable	64,744	17,285	7,538	13,513	103,080
Provision for expected losses	-	-	-	12,492	12,492
Expected loss rate	0 %	0 %	0 %	92 %	12 %
University - 2022					
Gross receivable	32,976	7,685	3,835	26,627	71,123
Provision for expected losses	-	-	-	20,023	20,023
Expected loss rate	0 %	0 %	0 %	75 %	28 %
University - 2021					
Gross receivable	28,447	17,285	7,538	13,513	66,783
Provision for expected losses	-	-	-	12,263	12,263
Expected loss rate	0 %	0 %	0 %	91 %	18 %

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of profit or loss and comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 10.

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security.

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counter party default rates.

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Financial risk management continued...				
Trade receivables				
Counter parties without external credit rating:				
- Current students which will register in 2022.	306,023	157,613	303,331	157,368
These students are still studying and had no defaults in the past.				
The University expects them to pay their outstanding fees during the 2022 registration period.				
This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at BB (2021: BB+) rated entities.				
- Other receivables	81,559	90,661	51,100	54,520
Group 1 *	387,582	248,274	354,431	211,888
Cash and cash equivalents				
BB (2021: BB) Rating:				
- Prime South African Bank	2,560,464	2,804,532	2,531,232	2,778,111
	2,560,464	2,804,532	2,531,232	2,778,111
Fair value financial assets				
BB (2021: BB) Rating:				
- Government stocks and bonds	767,147	422,534	688,661	351,411
- Listed stocks and debentures	407,495	536,659	301,890	429,887
- Listed shares all top 40 companies	3,848,568	3,653,944	2,989,382	2,772,375
- Fixed and other deposits, prime South African Banks	379,862	311,752	337,571	281,300
- Endowment policies, top 40 South African insurance companies	28,745	27,219	28,745	27,219

*Group 1 – New customers (less than 2 months).

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Financial risk management continued...

33.4 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings and accounts payable. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 Years	Over 5 Years	Total
Consolidated					
31 December 2022					
Borrowings	-	-	-	-	-
Accounts payable	2,031,230	-	-	-	2,031,230
	2,031,230	-	-	-	2,031,230
31 December 2021					
Borrowings	263	-	-	-	263
Accounts payable	1,624,168	-	-	-	1,624,168
	1,624,431	-	-	-	1,624,431
University					
31 December 2022					
Borrowings	-	-	-	-	-
Accounts payable	2,027,614	-	-	-	2,027,614
	2,027,614	-	-	-	2,027,614
	Less than 1 year	Between 1 and 2 years	Between 2 and 5 Years	Over 5 Years	Total
31 December 2021					
Borrowings	263	-	-	-	263
Accounts payable	1,619,690	-	-	-	1,619,690
	1,619,953	-	-	-	1,619,953

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
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Financial risk management continued...

33.5 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

The amounts managed as capital by the Group for the reporting periods under review are summarised as follows:

Total equity	9,446,842	9,242,091	8,325,824	8,146,386
Cash and cash equivalents	(2,560,464)	(2,804,532)	(2,531,232)	(2,778,111)
Capital	6,886,378	6,437,559	5,794,592	5,368,275

33.6 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	Amortised cost	FVPL	Total
Consolidated			
31 December 2022			
Financial assets			
Fair value through profit or loss financial assets	-	5,436,593	5,436,593
Trade and other receivables (excluding prepayments)	454,416	-	454,416
Cash and cash equivalents	2,560,464	-	2,560,464
Financial liabilities			
Trade payables	2,116,518	-	2,116,518
31 December 2021			
Fair value through profit or loss financial assets	-	4,956,992	4,956,992
Trade and other receivables (excluding prepayments)	301,430	-	301,430
Cash and cash equivalents	2,804,532	-	2,804,532
Financial liabilities			
Borrowings	263	-	263
Trade payables	1,706,186	-	1,706,186

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

	Amortised cost	FVPL	Total
University			
31 December 2022			
Financial assets			
Fair value through profit or loss financial assets	-	4,351,025	4,351,025
Trade and other receivables (excluding prepayments)	406,541	-	406,541
Cash and cash equivalents	2,531,232	-	2,531,232
Financial liabilities			
Trade payables	2,112,902	-	2,112,902
31 December 2021			
Financial assets			
Fair value through profit or loss financial assets	-	3,867,076	3,867,076
Trade and other receivables (excluding prepayments)	256,332	-	256,332
Cash and cash equivalents	2,778,111	-	2,778,111
Financial liabilities			
Borrowings	263	-	263
Trade payables	1,701,708	-	1,701,708

33.7 Fair value estimation

The University classifies its fair value measurements using the following measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs are unobservable inputs for the asset or liability. Unobservable inputs are used to measure fair value to the extent that relevant observable inputs are not available, thereby allowing for situations in which there is little, if any, market activity for the asset or liability at the measurement date (level 3).

University of Johannesburg

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Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

The following table presents the Consolidated assets and liabilities that are measured at fair value:

	Level 1	Level 2	Total
Consolidated			
31 December 2022			
Fair value through profit or loss financial assets			
- listed shares (market price)	3,848,568	-	3,848,568
- listed stocks and debentures (market price)	407,495	-	407,495
- government stocks and bonds (market price)	767,147	-	767,147
- fixed deposits (income approach)	-	54,422	54,422
- other deposits and loans (income approach)	-	325,440	325,440
- endowment policies (income approach)	-	28,745	28,745
- other investments (income approach)	-	4,776	4,776
	5,023,210	413,383	5,436,593
31 December 2021			
Fair value through profit or loss financial assets			
- listed shares (market price)	3,653,944	-	3,653,944
- listed stocks and debentures (market price)	536,659	-	536,659
- government stocks and bonds (market price)	422,534	-	422,534
- fixed deposits (income approach)	-	56,786	56,786
- other deposits and loans (income approach)	-	254,966	254,966
- endowment policies (income approach)	-	27,219	27,219
Borrowings (fair value)	-	(263)	(263)
	4,613,137	338,708	4,951,845
University			
31 December 2022			
Fair value through profit or loss financial assets			
- listed shares (market price)	2,989,382	-	2,989,382
- listed stocks and debentures (market price)	301,890	-	301,890
- government stocks and bonds (market price)	688,661	-	688,661
- fixed deposits (income approach)	-	54,422	54,422
- other deposits and loans (income approach)	-	283,149	283,149
- endowment policies (income approach)	-	28,745	28,745
- other investments (income approach)	-	4,776	4,776
	3,979,933	371,092	4,351,025

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Financial risk management continued...

	Level 1	Level 2	Total
University			
31 December 2021			
Fair value through profit or loss financial assets			
- listed shares (market price)	2,772,375	-	2,772,375
- listed stocks and debentures (market price)	429,887	-	429,887
- government stocks and bonds (market price)	351,411	-	351,411
- fixed deposits (income approach)	-	56,786	56,786
- other deposits and loans (income approach)	-	224,514	224,514
- endowment policies (income approach)	-	27,219	27,219
Borrowings (fair value)	-	(263)	(263)
	3,553,673	308,256	3,861,929

There were no transfers between Level 1 and Level 2 during the year ended 31 December 2022 and 2021.

The fair value of financial instruments traded in active markets are based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise listed shares, listed stocks and debentures and government stocks and debentures classified as trading securities at fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market are determined by using valuation techniques. These valuation techniques are selected based on characteristics of each instrument, with the overall objective to maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. Fixed deposits, other deposits and loans and endowment policies are valued using the Income approach in which future cashflows are discounted to a current present value using market related interest rates. Borrowings are valued at fair value by discounting future cashflows to a current present value using market related interest rates based on the entities credit risk.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
34. Cash flows				
Cash flows from operating activities				
Profit for the year	324,985	1,339,165	299,672	1,121,082
Adjustments for:				
– increase in student credit losses provision (note 10)	72,152	259,285	71,157	259,446
– (decrease) in non-student credit losses provision (note 10)	7,684	3,763	7,760	3,617
– student bad debt written off (note 10)	70,416	69,578	70,416	69,578
– non-student bad debt written off (note 10)	3,669	1,611	3,562	1,611
– depreciation (note 6)	101,889	86,116	110,249	94,471
– amortisation (note 7)	1,990	1,611	1,986	1,607
– profit on disposal of property, plant and equipment	(291)	(159)	(291)	(211)
– remeasurement of lease liability	-	-	169	-
– finance income (note 28)	(90,066)	(70,411)	(88,539)	(69,440)
– interest income on investments (note 30)	(300,568)	(238,518)	(280,125)	(221,779)
– finance cost (note 29)	84	115	84	115
– dividends received (note 30)	(132,516)	(75,883)	(104,415)	(52,072)
– movement in Post-employee benefits asset and obligation (note 19)	(72,618)	(29,271)	(72,618)	(29,271)
– impairment (gains)/loss in subsidiaries and other entities	-	9,378	-	(13,072)
– foreign exchange (gains)/losses (note 26)	(332)	(583)	(332)	(583)
– non-cash movement interest on defined benefit plan (note 19)	57,485	39,573	57,485	39,573
– non-cash movement on investments in fair value (note 11)	(479,586)	(861,078)	(483,949)	(626,088)
– non-cash movement on investment in subsidiaries (note 8)	-	(772)	-	(24,722)
– non-cash movement on deferred income (note 18)	(74,786)	(88,168)	(74,786)	(88,168)
– non-cash movement on provisions	153,728	101,548	164,544	90,730
– non-cash movement on borrowings (note 17)	(263)	(533)	(263)	(533)
Changes in working capital:				
– receivables and prepayments (note 10)	(306,575)	(271,457)	(302,772)	(241,214)
– trade and other payables (note 15)	410,317	488,856	411,194	484,690
– inventory (note 9)	1,475	(9,854)	1,607	(9,841)
– provisions (note 14)	(179,272)	(125,073)	(179,272)	(125,071)
– deferred income (note 18)	(607)	-	(607)	-
– short term deposits (note 13)	-	820,000	-	820,000
– student deposits and income received in advance (note 17)	(37,303)	71,560	(24,208)	58,834
	(468,909)	1,520,399	(412,292)	1,543,289

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
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Cash flows continued...

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 6)	291	211	291	211
Net book amount (note 6)	403	2,882	403	2,882
Proceeds from disposal	694	3,093	694	3,093

Net Debt Reconciliation

Cash and cash equivalents	2,560,464	2,804,532	2,531,232	2,778,111
Borrowings - repayable within one year	-	(263)	-	(263)
	2,560,464	2,804,269	2,531,232	2,777,848

	Other Assets Cash	Liabilities from financing activities		
		Borrowings due within 1 year	Borrowings due after 1 year	Total
Consolidated				
Net debt as at 1 January 2021	1,144,530	-	(796)	1,143,734
Cash flows	1,660,002	(263)	796	1,660,535
Net debt as at 31 December 2021	2,804,532	(263)	-	2,804,269
Cash flows	(244,068)	263	-	(243,805)
Net debt as at 31 December 2022	2,560,464	-	-	2,560,464
University				
Net debt as at 1 January 2021	1,125,866	-	(796)	1,125,070
Cash flows	1,652,245	(263)	796	1,652,778
Net debt as at 31 December 2021	2,778,111	(263)	-	2,777,848
Cash flows	(246,879)	263	-	(246,616)
Net debt as at 31 December 2022	2,531,232	-	-	2,531,232

35. Commitments

Commitments – contracted	249,202	263,223	249,202	263,223
Commitments – approved, not contracted for	92,241	132,332	92,241	132,332

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

Bank Guarantees:

SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

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Figures in R `000	Consolidated 2022	Consolidated 2021	University 2022	University 2021
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36. Contingencies

The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business from billing disputes with the City of Johannesburg. This includes meter reading disputes, rate disputes, service charges and interest disputes. It is not anticipated that any material liabilities will arise from the contingent liabilities.

Incorrect allocation of charges	60,374	9,607	60,374	9,607
Incorrect charges to be claimed back	(52,847)	(7,267)	(52,847)	(7,267)
Net contingent liability	7,527	2,340	7,527	2,340

37. Going concern

The University continues to adopt the going concern basis in the preparation of the consolidated financial statements. The University's forecasts and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the medium term. This is evidenced by financial performance for the 2022 financial year, where revenue levels and cash position at year end increased, resulting in a more favourable, financially sustainable and liquid position at year end. This is further evidenced by the growth in the University's reserves position.

Despite continuing economic uncertainty resulting from the Covid-19 pandemic and other geopolitical and macroeconomic factors, the university continues to attain a net surplus position for the 2022 year, with this surplus trend being projected into the next five years as modelled per the UJ Financial Sustainability Model. The liquidity and solvency ratios are also positive, although a slight reduction from the prior year is noted. This is however still considered more favourable when compared to the 2022 budgeted expectations. All the liquidity and solvency indicators point to the University's ability of being able to meet its obligations into the foreseeable future.

38. Events after balance sheet

No adjusting or significant non-adjusting events have occurred between the 31 December reporting date and the date of authorisation.

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

39. Executive Remuneration 2022

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
Vice-Chancellor & Principal	T Marwala	4,348,815	232,384	494,421	5,075,620	186,910	3,989,216	9,251,745 *
Registrar	I C Burger	2,460,900	57,010	436,498	2,954,408	118,490	1,177,152	4,250,050
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	2,904,252	430,817	393,970	3,729,039	-	1,074,859	4,803,898
Chief Financial Officer	N Mamorare	2,973,996	86,569	322,862	3,383,427	-	1,220,866	4,604,293
Executive Dean Faculty of Law	P W Domingo	2,056,032	23,137	218,974	2,298,143	-	404,989	2,703,132
Senior Executive Director	NY Yukuza	2,701,258	74,797	389,383	3,165,439	-	1,097,971	4,263,410
Executive Dean College of Business & Economics	D Van Lill	2,387,948	31,465	323,972	2,743,386	343,908	683,965	3,771,259
Chief Operating Officer	M A Ralephata	2,570,478	31,149	368,919	2,970,546	-	900,602	3,871,149
Executive Dean Faculty of Engineering & the Built Environment	D Mashao	2,059,875	36,244	293,112	2,389,231	-	506,576	2,895,807
Executive Dean Faculty of Health Sciences	S Khan	1,843,242	46,250	199,177	2,088,669	-	721,876	2,810,545
Executive Dean Art, Design & Architecture	S B Laurent	1,864,773	43,817	196,168	2,104,758	-	101,985	2,206,743
Executive Dean Faculty of Humanities	K Naidoo	1,785,606	46,250	254,878	2,086,735	-	513,986	2,600,721
Vice-Chancellor & Principal ; Deputy Vice-Chancellor Academic	L G Mpedi	2,860,336	183,999	439,595	3,483,931	252,788	1,191,114	4,927,833
Executive Dean Faculty of Science	D Meyer	2,175,755	20,765	311,386	2,507,906	-	706,989	3,214,895
Chief Information Officer	KF Sibanda	1,844,295	20,765	199,341	2,064,401	-	630,953	2,695,354
Executive Director Expenditure	S M Makinta	1,838,861	75,259	269,546	2,183,667	-	502,058	2,685,725
Executive Director Financial Governance & Revenue	L Riba	1,786,626	20,765	255,685	2,063,077	-	580,545	2,643,622
Executive Director Human Capital Management	T L Kwinana	1,678,918	40,438	267,316	1,986,672	159,481	711,880	2,858,033
Executive Director Library and Information Centre	KM Frahm-Arp	1,841,896	66,986	200,894	2,109,776	-	503,566	2,613,342
Executive Director Facilities Management	AL Nel	1,757,577	21,259	289,367	2,068,203	558,442	505,252	3,131,898
Executive Dean: Faculty of Education	N F Peterson	1,736,082	64,368	279,214	2,079,664	-	390,649	2,470,313 **
Executive Director: Research & Innovation	N M Luruli	1,302,453	50,399	139,564	1,492,415	-	262,451	1,754,866 ***
Executive Dean: College for Business & Economics	L Ntsalaze	590,224	132,008	83,417	805,649	-	37,373	843,022 ****
General Counsel	A L Pretorius	1,645,204	9,000	175,655	1,829,859	-	338,884	2,168,743 *****
		51,015,403	1,845,902	6,803,315	59,664,620	1,620,020	18,755,756	80,040,396

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

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Figures in R `000

Executive Remuneration 2022 continued...

* Remuneration of the Vice Chancellor and Principal

Annual Remuneration	2,889,495
Accommodation Fringe Benefit	1,190,360
Non Pensionable Salary	1,459,319
Merit and other payments	3,712,571
Total Salary	9,251,745

** N F Peterson - Appointed 01 January 2022
*** N M Luruli - Appointed 01 April 2022
**** L Ntsalaze - Appointed 01 September 2022
***** A L Pretorius - Appointed 01 April 2022

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R '000

Executive Remuneration 2022 continued...

Executive Remuneration 2021

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
Vice-Chancellor & Principal	T Marwala	4,167,779	97,436	381,786	4,647,001	178,764	1,473,811	6,299,576 *
Registrar	I C Burger	2,544,718	20,765	368,263	2,933,746	112,936	749,057	3,795,740
Deputy Vice-Chancellor Academic	A Parekh	2,036,466	32,046	295,974	2,364,486	550,642	175,925	3,091,054 **
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	2,787,159	31,149	322,359	3,140,667	-	1,140,274	4,280,941
Chief Financial Officer	N Mamorare	2,851,711	31,140	257,887	3,140,738	-	1,217,878	4,358,616
Chief Operating Officer	A Swart	2,884,138	31,149	414,972	3,330,259	813,212	1,382,876	5,526,347 ***
Executive Dean Faculty of Law	P W Domingo	1,642,677	17,305	148,990	1,808,971	-	-	1,808,971 ****
Senior Executive Director	NY Vukuza	2,593,094	24,000	322,397	2,939,491	-	791,012	3,730,503
Executive Dean College of Business & Economics	D Van Lill	2,291,241	31,465	266,239	2,588,946	99,673	483,731	3,172,349
Designate Chief Operating Officer	M A Ralephata	800,212	10,383	99,788	910,383	-	-	910,383 *****
Executive Dean Faculty of Education	S J Gravett	2,042,862	50,765	324,508	2,418,136	37,243	831,957	3,287,336
Executive Dean Faculty of Engineering & the Built Environment	D Mashao	1,977,393	20,765	245,847	2,244,006	-	111,289	2,355,295
Executive Dean Faculty of Health Sciences	S Khan	1,767,451	20,765	159,835	1,948,051	-	491,667	2,439,718
Executive Dean Art, Design & Architecture	S B Laurent	446,961	95,191	40,539	582,691	-	-	582,691 *****
Executive Dean Faculty of Humanities	K Naidoo	1,714,107	20,765	213,113	1,947,985	-	387,219	2,335,204
Deputy Vice-Chancellor Academic	L G Mpedi	2,413,654	31,827	320,730	2,766,211	120,896	716,243	3,603,350 *****
Executive Dean Faculty of Science	D Meyer	2,088,633	20,765	259,678	2,369,076	-	549,935	2,919,011
Chief Information Officer	KF Sibanda	1,768,461	20,765	159,926	1,949,152	-	506,970	2,456,122
Executive Director Expenditure	S M Makinta	1,763,067	74,765	225,914	2,063,747	-	486,995	2,550,742
Executive Director Financial Governance & Revenue	L Riba	1,715,086	20,765	213,235	1,949,086	-	451,601	2,400,687
Executive Director Human Resources	T L Kwinana	1,736,378	20,765	223,044	1,980,186	82,607	458,881	2,521,675
Executive Director Library and Information Centre	KM Frahm-Arp	1,766,241	19,590	162,144	1,947,975	-	379,379	2,327,354
Executive Director Operations	AL Nel	1,687,315	20,765	241,007	1,949,086	60,048	371,310	2,380,444
Executive Director Research & Innovation	C B Nonkwelo	1,475,486	17,305	183,335	1,676,126	-	73,842	1,749,968 *****
		48,962,291	782,402	5,851,510	55,596,202	2,056,021	13,231,852	70,884,075

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Notes to the Consolidated and Separate Financial Statements

Figures in R `000

Executive Remuneration 2022 continued...

The merit and other payments includes payments made during the year for annual performance plans, as well as payments for staff retention incentives.

*

Remuneration of the Vice Chancellor and Principal

Annual Remuneration	1,746,414
Accommodation Fringe Benefit	1,016,010
Non Pensionable Salary	1,405,355
Total Salary	4,167,779

** A Parekh - Terminated 31 August 2021
 *** A Swart - Terminated 31 December 2021
 **** P W Domingo - Appointed 01 March 2021
 ***** M A Ralephata - Appointed 01 September 2021
 ***** S B Laurent - Appointed 01 October 2021
 ***** L G Mpedi - Designate DVC 1 Jan 2021 - 31 August 2021. Appointed DVC 01 September 2021
 ***** C B Nonkwelo - Terminated 31 October 2021

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2022	Total 2021
Consolidated							
Total income		5,229,294	505,977	5,735,271	225,776	5,961,047	6,584,639
Recurring items		5,229,003	505,977	5,734,980	225,776	5,960,756	6,584,428
State appropriations – subsidies and grants	21	2,633,372	-	2,633,372	-	2,633,372	2,700,186
Tuition and other fee income	22	2,045,865	21,573	2,067,438	222,789	2,290,227	2,172,675
Income from contracts	23	48,803	273,780	322,583	-	322,583	327,692
For research	23	44,150	271,096	315,246	-	315,246	321,068
For other activities	24	4,653	2,684	7,337	-	7,337	6,624
Sales of goods and services	24	80,600	113,357	193,957	561	194,518	210,635
Private gifts and grants	24	95,197	52,384	147,581	-	147,581	141,790
Sub-total		4,903,837	461,094	5,364,931	223,350	5,588,281	5,552,978
Income from investments	31	352,695	79,706	432,401	683	433,084	314,401
FV movements	32	(114,298)	(36,377)	(150,675)	-	(150,675)	646,638
Finance income	29	86,769	1,554	88,323	1,743	90,066	70,411
Non-recurring items							
Profit/(loss) on disposal of PPE	24	291	-	291	-	291	211

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Profit or Loss and Other Comprehensive Income

Figures in R `000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2022	Total 2021
Total expenditure		5,013,645	439,431	5,453,076	182,986	5,636,062	5,245,474
Recurring items		4,969,688	437,722	5,407,410	182,203	5,589,613	5,224,091
Personnel	25	3,273,598	161,002	3,434,600	31,837	3,466,437	3,215,691
Academic professional		1,752,031	86,168	1,838,199	17,039	1,855,238	1,721,038
Other personnel		1,521,567	74,834	1,596,401	14,798	1,611,199	1,494,653
Other current operating expenses	27	1,343,892	117,006	1,460,898	150,257	1,611,155	1,450,874
Depreciation	6	88,961	12,828	101,789	100	101,889	86,116
Amortisation of software	7	1,969	13	1,982	8	1,990	1,611
Bursaries awarded	26	260,457	146,873	407,330	1	407,331	459,814
Sub-total		4,968,877	437,722	5,406,599	182,203	5,588,802	5,214,106
Finance costs	30	811	-	811	-	811	607
Impairment (gains)/losses	28	-	-	-	-	-	9,378
Non-recurring items							
Capital expenditure expensed	27	43,957	1,709	45,666	783	46,449	21,383
Profit/(Loss) for the year		215,649	66,546	282,195	42,790	324,985	1,339,165
Other comprehensive income							
Actuarial gains and losses on defined benefit plans	20	-	-	-	-	-	141,041
Total comprehensive income for the year		215,649	66,546	282,195	42,790	324,985	1,480,206

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Profit or Loss and Other Comprehensive Income

Figures in R '000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2022	Total 2021
University							
Total income		5,259,996	371,696	5,631,692	225,776	5,857,468	6,334,485
Recurring items		5,259,705	371,696	5,631,401	225,776	5,857,177	6,334,274
State appropriations – subsidies and grants	21	2,633,372	-	2,633,372	-	2,633,372	2,700,186
Tuition and other fee income	22	2,045,865	1,470	2,047,335	222,789	2,270,124	2,160,624
Income from contracts		49,513	273,780	323,293	-	323,293	327,945
For research	23	44,860	271,096	315,956	-	315,956	321,321
For other activities	24	4,653	2,684	7,337	-	7,337	6,624
Sales of goods and services	24	110,592	15,153	125,745	561	126,306	142,484
Private gifts and grants	24	95,196	52,384	147,580	-	147,580	166,790
Sub-total		4,934,538	342,787	5,277,325	223,350	5,500,675	5,498,029
Income from investments	31	354,975	28,882	383,857	683	384,540	273,851
FV movements	32	(116,577)	-	(116,577)	-	(116,577)	492,954
Finance income	29	86,769	27	86,796	1,743	88,539	69,440
Non-recurring items							
Profit/(loss) on disposal of PPE	24	291	-	291	-	291	211

University of Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Profit or Loss and Other Comprehensive Income

Figures in R '000	Notes	Council Controlled - unrestricted	Specifically Funded activities - restricted	Subtotal	Student and Staff accommodation - restricted	Total 2022	Total 2021
Total expenditure		5,044,640	330,170	5,374,810	182,986	5,557,796	5,213,403
Recurring items		5,000,683	328,816	5,329,499	182,203	5,511,702	5,192,285
Personnel	25	3,273,598	110,115	3,383,713	31,837	3,415,550	3,162,496
Academic professional		1,752,031	58,934	1,810,965	17,039	1,828,004	1,692,568
Other personnel		1,521,567	51,181	1,572,748	14,798	1,587,546	1,469,928
Other current operating expenses	27	1,361,925	61,919	1,423,844	150,257	1,574,101	1,485,137
Depreciation	6	100,250	9,899	110,149	100	110,249	94,471
Amortisation of software	7	1,968	10	1,978	8	1,986	1,607
Bursaries awarded	26	260,457	146,873	407,330	1	407,331	459,814
Sub-total		4,998,198	328,816	5,327,014	182,203	5,509,217	5,203,525
Finance costs	30	2,485	-	2,485	-	2,485	1,832
Impairment (gains)/losses	28	-	-	-	-	-	(13,072)
Non-recurring items							
Capital expenditure expensed	27	43,957	1,354	45,311	783	46,094	21,118
Profit/(Loss) for the year		215,356	41,526	256,882	42,790	299,672	1,121,082
Other comprehensive income							
Actuarial gains and losses on defined benefit plans	20	-	-	-	-	-	141,041
Total comprehensive income for the year		215,356	41,526	256,882	42,790	299,672	1,262,123

Honesty

WE WILL CONDUCT OUR
BUSINESS WITH INTEGRITY
BY BEING TRUSTWORTHY,
LOYAL, FAIR, AND SINCERE.

we make a difference

ability

WE WILL BE ACCOUNTABLE AS INDIVIDUALS AND
COLLECTIVELY AS THE LEADERSHIP OF THE
UNIVERSITY OF JOHANNESBURG FOR OUR ETHICAL CONDUCT
THROUGH COMPLIANCE WITH THE UNIVERSITY POLICIES,
RULES, REGULATIONS AND RELATED LEGISLATION.

WE STRIVE TO CREATE A BETTER FUTURE

WE HONOUR OUR COMMITMENTS

ETHICAL FOUNDATION

GENDER, SEXUALITY, CREED, OR ANY OTHER PREJUDICE

We are passionate about learning

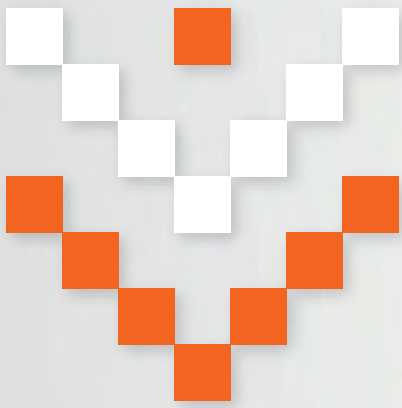
responsibility for keeping our campuses clean

We build an environment that
facilitates open, respectful
and meaningful dialogue

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IS MORALLY RIGHT, HONOUR



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