



## **Council Meeting November 2022 Overview Report and Minutes**

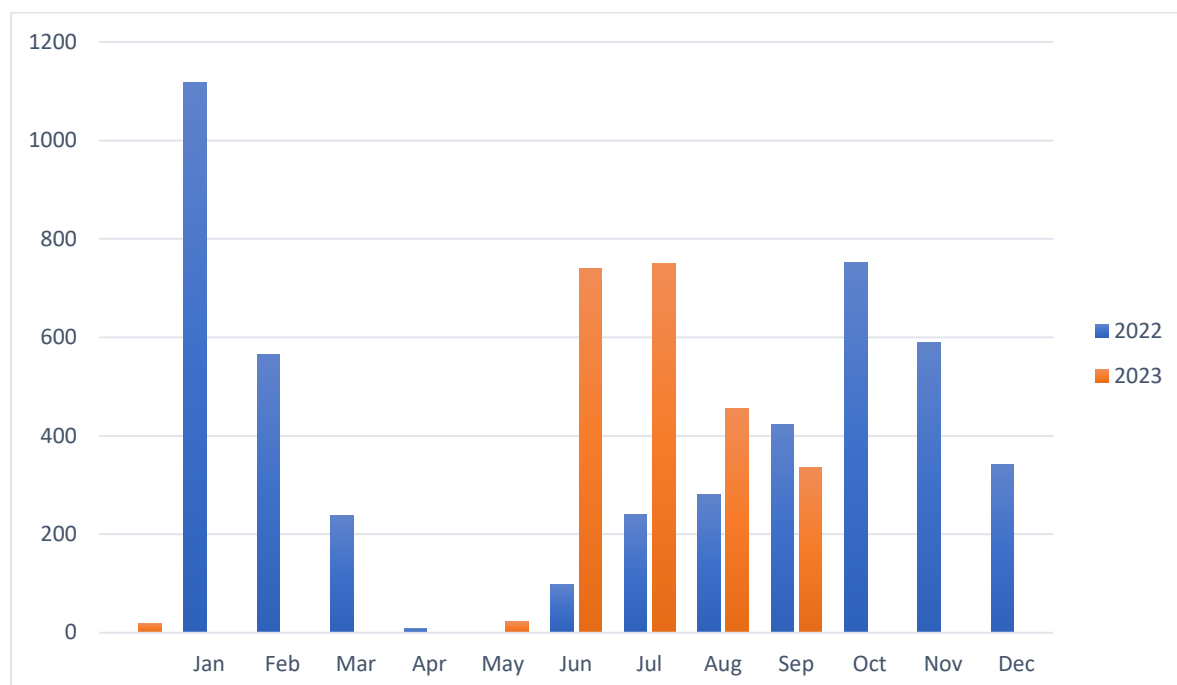
### **Accolades and Noteworthy Events**

- During an event attended by a large number of national and international dignitaries, UJ staff and students, Dr Phumzile Mlambo-Ngcuka was inaugurated as the new Chancellor of the University of Johannesburg (read more [here](#)). This event followed the farewell dinner for the outgoing Chancellor, Prof Njabulo Ndebele. In cementing their ongoing relationship with UJ, the Ndebele family established the Nimrod Ndebele-Gerard Sekoto Collection at the UJ Art Gallery (read more [here](#)).
- Prof Sarah Gravett was elected as a member of the Academy of Science of South Africa (ASSAf).
- Profs Corné Davis and Adri Drotskie were nominated for the 2023 Woman of Stature South African awards.
- Prof Refilwe Phaswana-Mafuya was coronated as the Queen of Research by Ghanaian Atheadze Traditional Council. The coronation ceremony coincided with the Paramount Chief's Annual Event, which followed the launch of the Pan African Centre for Epidemics Research (PACER) by the South African Medical Research Council (SAMRC).
- Dr Varoshini Nadesan was appointed as the Africa representative on the International Task Force for the implementation of Global Standards for Social Work Education of the International Schools of Social Work Education (IASSW). Dr Nadesan was also appointed by the Minister of Social Development to serve on the Professional Board for Social Work at the South African Council for Social Service Professions.
- Prof Tumi Diale was one of three finalists in the Fabulous Woman Awards of 2022.
- Prof Karen de Wet was awarded the Cordis Trust Order of the Golden Pen for the promotion of Afrikaans poetry and lifetime achievement in Afrikaans and Afrikaans poetry.
- Prof Pragna Rugunanan was honoured with a Visiting Scholarship/Professorship at Toronto Metropolitan University (formerly Ryerson University) from September to November 2022 via the Canada Excellence Research Chair in Migration and Integration (CERC).
- Dr Sipiwo Mahala was announced as the winner of the PanSALB Multilingualism Award for English Literature. The awards were established by the Pan South African Language Board (PanSALB) in 2002 to promote the use of mother tongue and the furtherance of multilingualism in the country.
- Dr Shelley Barry was appointed to serve on the National Film and Video Foundation panel for two years to advise on bursary applications for tertiary education in film studies.
- Prof Brendon Barnes was appointed as the chairperson of the DSI-NRF Centre of Excellence in Human Development steering committee.
- Dr Bongani Ngqulunga was appointed to chair the Social and Human Sciences Sector of the South African National Commission of UNESCO. The chair together with members of the committee organises and coordinates UNESCO programmes and activities in the social and human sciences sector in South Africa.

## Research and Innovation

For the 2023 reporting year (2022 publications), 1 322 units have been received thus far for submission to DHET in May 2023. The internal submission deadline is 21 January 2023. The submission to date comprises 1 138 units for journal articles (86%), 77 units for books (6%), 39 units for chapters (3%) and 68 units (5%) for conference proceedings. The submission currently amounts to 47% of the previous year's total and 48% of the 2 733 units being the target for 2022 publications. Over 90% of the publications submitted have already undergone internal review prior to submission to DHET. Almost 98% of the journal articles submitted are listed on international journal indices, with 83% being indexed in the prestigious Scopus international publication and citation database. Of the units submitted, 13% originated from publications addressing the Fourth Industrial Revolution (4IR), while 8% contributed to the Scholarship of Learning and Teaching (SoLT).

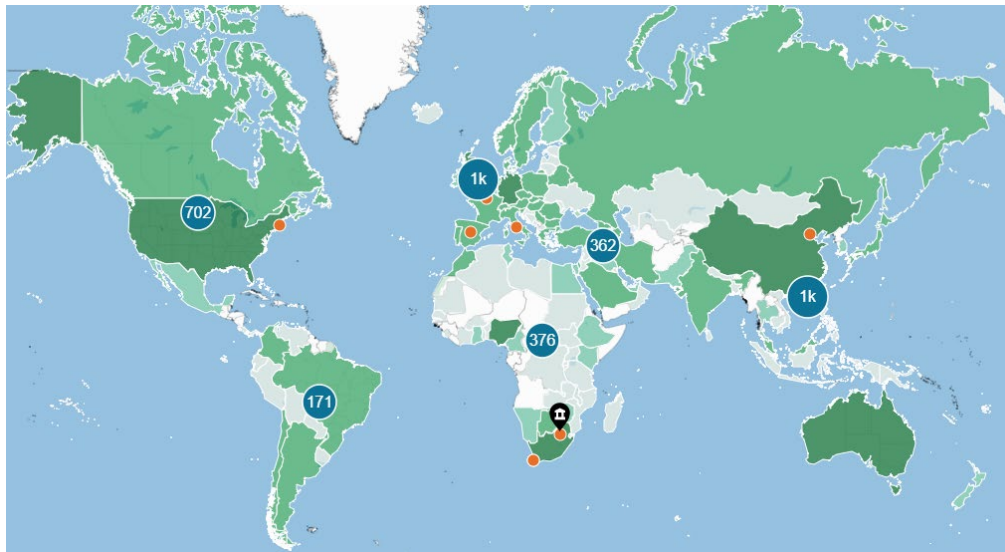
The figure below benchmarks the rate (2022 vs 2023 reporting years) at which publications have been submitted to the Research and Innovation Division. The volumes received in July and August significantly exceed those received in the same months last year, with September's submission on track to maintain the upward trend.



UJ's research output submission progress can be tracked in close to real time here: [Research Output Submission Dashboard](#). UJ's past performance in terms of accredited research outputs can be visualised and benchmarked here: [Benchmarking UJ's Research Publications Output](#).

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 Higher Education Institution (HEI) sector on key performance indicators. For research published in 2022, Scopus data as of 14 September 2022 indicate that the Field-weighted Citation Impact

(FwCI) of UJ's research is 60% higher than that of global institutions with similar publication profiles, compared to the SA HEI sector, which has achieved 48% more citations than average thus far. Almost 19% of UJ's 2022 publications feature in the top 10% most cited globally, versus 14.5% for the sector. At the time of reporting, 63% of UJ's 2022 Scopus-indexed publications were co-authored with international collaborators compared to 59% for the SA HEI sector, while UJ achieved an average of 22 views per publication vs 26 for the sector. Scopus views are an important indicator of academic visibility and are predictive of future scientific (citation) impact. Almost 16% of UJ's 2022 publications were published in journals falling within the top 10% most highly cited according to the source-normalised impact per paper (SNIP) journal impact factor. This is slightly higher than the SA HEI sector (15.4%).



Between 2017 and September 2022, UJ co-authored over 12 000 publications with 4 027 institutions across the globe. The majority of the collaborations (4 251 publications with 1 318 institutions) took place in Europe, followed by Asia (3 499 publications with 1 098 institutions, and then North America (2 201 publications with 702 institutions).

By end September 2022, the University had received over R50 million in external research income. This is funding awarded by national agencies (largely the National Research Foundation), international funders, and postgraduate bursaries, as well as through donations. The target for the current year is R220 million. The University has therefore exceeded the target for external funding.

## Enrolment

In 2022, the University has performed well to achieve the overall headcount targets at the institutional level. From the perspective of teaching-input units, there has been an effective recovery from the significant variance of 7% experienced in 2020, a trend mainly caused by compliance with the 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.

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. The mid-term review targets for 2023 were 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 that 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 Deans, the Postgraduate School (PGS), and the Internationalisation Office was concluded at the end of October.

## **Applications**

At the end of October, UJ had received 320 000 applications for undergraduate studies next year. This is 40 000 more applications compared to the same time last year. We have also received positive feedback regarding the system improvements made earlier this year to make the application system more user-friendly.

## **Graduations**

Owing to the COVID-19 pandemic and the implementation of UJ's mandatory vaccination Policy, MEC decided to move the graduations for the Autumn and Winter Graduation ceremonies to the Imbizo on the Soweto Campus. The Imbizo has a bigger seating capacity compared to the APK Auditorium and could allow UJ to continue with graduations if the limitations on public gatherings were restricted. By the end of May, 45 graduation ceremonies had been concluded successfully. In total, more than 13 000 graduates were invited to a graduation ceremony, of which 844 were master's and 173 were doctoral candidates.

At the start of the second semester, all the graduates of 2020 and 2021 were invited to RSVP for a stage-crossing ceremony to celebrate their achievements. These candidates graduated at virtual graduation ceremonies over the last two years due to the national restrictions around events during COVID-19. The stage crossing ceremonies were hosted at the same venue as the Autumn and Winter Graduation ceremonies. By the end of August, 42 ceremonies had been concluded for almost 9 000 graduates.

The Summer Graduation ceremonies were hosted in the Auditorium on the Kingsway Campus between 12 and 19 October. In total, 1 000 graduates were invited to attend one of the six scheduled ceremonies. During this graduation series, 465 undergraduate qualifications were awarded as well as 390 postgraduate qualifications, including 325 master's degrees and 65 doctoral degrees.

The University also conferred Honorary Doctorates on five outstanding individuals who, through their excellent work and personal sacrifices, have made sterling contributions to humanity in the social, economic and scientific fields in our country, on the African continent, and globally. The first of the recipients of an Honorary Doctorate is Dr Patrick Soon-Shiong, a Chinese-South African transplant surgeon, billionaire businessman, bio-scientist, and media proprietor. He is the inventor of the drug Abraxane, which became known for its efficacy against lung, breast, and pancreatic cancer. Dr Soon-Shiong received his Honorary Doctorate virtually on Wednesday, 12 October 2022.

Also on the same date, Professor Khaled Ben Letaief received his Honorary Doctorate. He is an internationally recognised leader in wireless communications and networks with research interest

in big data analytic systems, mobile cloud and edge computing, tactile Internet, 5G systems and beyond. Prof Letaief accepted his Honorary Doctorate in person.

The third recipient of the Honorary Doctorate is Professor Michael Levitt, a Nobel Prize recipient in Chemistry (awarded in 2013). He is a South African-born biophysicist and Professor of Structural Biology at Stanford University. Prof Levitt was one of the first researchers to conduct molecular dynamics simulations of DNA and proteins and developed the first software for this purpose. His conferral was held virtually on Thursday, 13 October 2022.

In addition, an Honorary Doctorate was awarded to the world-renowned Nigerian novelist, Ms Chimamanda Ngozi Adichie, as well as Professor Robert Doyle Bullard, a leading figure in environmental justice scholarship and activism. Ms Adichie virtually accepted her Honorary Doctorate, while Prof Bullard accept his in person, on Friday, 14 October 2022.

Lastly, Professor Abdulrazak Gurnah – the first black African to win the Nobel Prize for Literature (awarded in 2021) since the world-acclaimed novelist Wole Soyinka in 1986 – will be awarded with an Honorary Doctorate at a special graduation ceremony on Wednesday, 9 November 2022. Through his invaluable contribution to literature, Prof Gurnah has demonstrated what it means to be a public intellectual, an academic and an engaged author exploring the fractured past with a deep desire to reimagine the future. His writings delve into topics and themes that derive from colonial experiences and trauma, the need to tell the histories of migration, refugee plight and deep historic and ongoing social injustices. A public lecture will form part of the conferral of the Honorary Doctorate on Prof Gurnah, under the theme ‘Colonialism and the Refugee Experience’.

### **The new Generation Academic Programme (nGAP)**

The University of Johannesburg was allocated five nGAP positions for Phase 8. The recruitment and selection process has commenced and should be concluded by the end of 2022. DHET has issued a Call for the nGAP Phase 9 with each University being required to submit a maximum of five applications. The deadline date for submission of applications to DHET is 25 November 2022. The Call has been circulated internally to the Deans and Vice-Deans, requesting them to submit applications for consideration, and these are due for submission to the Division by 15 November 2022.

The nGAP scholars continue to receive one-on-one coaching sessions, which began in March 2022. The impact of coaching sessions has proven invaluable as the scholars achieve tangible outputs, including the completion and submission of a doctoral thesis for examination.

DHET organised an induction workshop for newly appointed nGAP scholars at the Birchwood Hotel on 27-28 October 2022. The Division will present the UJ nGAP implementation model at the workshop to share good practices with the higher education sector; nGAP Phase 5 and 6 scholars and their mentors will attend the session.

### **Nurturing Emerging Scholars Programme (NESP)**

The shortlisting process for the three allocated NESP Phase 2 scholarships was completed in September 2022. The recommended candidates were submitted to DHET for final approval. The scholarships will be taken up in January 2023. Mr Dannies Mashabela (NESP Phase 1 Scholar) commenced his one-year internship in September 2022. The three other NESP scholars are progressing well with their master’s dissertations and are set to submit for examination by the end of 2022.

## **Accelerated Academic Mentorship Programme (AAMP)**

This programme was established to effect institutional change in the race and gender profile of the academic staff complement. Participation in the AAMP continued to grow throughout the year, with approximately 101 new academics joining the AAMP programme in 2022, increasing the total number of AAMP members to 536. In 2022, the Division organised 28 AAMP workshops with a total of 1 800 academics attending and participating. The Division continues with its focus on group coaching and preparation for NRF rating and doctoral completion. A total of 29 AAMP participants planning to apply for NRF rating in 2023 (Levels 2 and 3) have signed up to participate in one-on-one consultation meetings with an NRF specialist.

## **Assistant Lecturers (ALs)**

As part of strengthening its efforts towards providing professional development support to emerging academics, the Division developed a professional development programme targeted specifically at UJ Assistant Lecturers. The first physical engagement was conducted on 29 August 2022, with 53 ALs attending. The meeting provided the Division with an opportunity to outline the long-term objectives of the programme to the ALs, and present and discuss topics relevant to teaching and learning in higher education. One of the session's highlights was presentations by three emerging scholars who shared their academic journeys with the current cohort of ALs; two of them started as ALs at UJ (Dr Tebogo Makhubela and Mr Linford Molaodi). The third speaker was Dr Naadira Seedat, a nGAP lecturer who has recently completed her doctorate.

Additionally, the ALs will receive professional group coaching sessions as part of their professional development. We have noted the value of coaching from the nGAP and AAMP programmes in assisting participants in setting goals, planning their work and completing their qualifications. It must be noted that since the inception of the programme, 55 ALs have been appointed to full-time and fixed-term contract positions at UJ.

## **Symposia and Masterclasses**

In 2022, the DTE hosted a total of 41 sessions in the form of Masterclasses, Connect@1/sessions, the Bootcamp series, the Women's Month celebration series, the Heritage Month celebration series, The Beautiful Ones are not yet Born, with approximately 2 500 academics attending and participating. Academics indicated that they found these sessions valuable and insightful, and they were provided with a platform for engagement and discussion.

## **Academic Staff Development**

The Centre for Academic Staff Development (CASD) has facilitated 32 workshops on ongoing professional development for approximately 1 400 academics and five sessions for Heads of Departments (HODs) in 2022.

A total of 1 602 tutors were trained and given access to online activities on Blackboard in 2022.

Support for teaching portfolio development is ongoing. Teaching portfolio consultations continue, and a total of 91 teaching portfolios were assessed by the Teaching Portfolio Assessment Committee (TPAC) in 2022.

In the first term, 452 requests for teaching evaluations were received, and a total of 219 reports were generated. In Term 2, this increased to 795 and 404 reports, and in Term 3, 533 requests

for teaching evaluations were received, and 189 reports were generated. Several reports were not generated due to the response rates being below the threshold of five responses. Since the beginning of the year, a total of 66 postgraduate supervision reports have been completed and sent to academic staff. Additionally, 30 peer observation reports were compiled from four faculties. The in-house app-based evaluation system is in the final stages of development and was presented at STLC in October.

### **Academic Planning and Quality Promotion**

Internal reviews: two internal reviews were completed and 22 are in process. The reviews of twelve research entities have been completed.

Programme development: One new programme application has been submitted to the HEQC for accreditation. Two new programmes are in the final stages of submission to the HEQC for accreditation. A total of six capacity development workshops for faculties have been concluded for 2022 on the new HEQC application form. The Programme Working Group (PWG) continues to review applications for new programmes and short learning programmes (SLPs). In total, 11 PWG meetings and one PWG general meeting were conducted in 2022 with 73 new SLPs and four new subsidised programmes reviewed. CAPQP reviewed 86 amendments in 2022 at the request of Senex.

Academic Planning Tracking System (APTS): The development of the dashboard is under way, and completion is anticipated shortly. The APTS tracks the milestones in the process for multidisciplinary, joint and extended programme applications. A total of 152 new funded programmes and 25 CEP/unfunded programmes are on the APTS already. All the older programmes that served at PWG from 2015 have been uploaded on APTS. In total, 10 APTS training sessions have been conducted for faculties/college on how to utilise the APTS and broader programme planning requirements and processes.

### **Centre for Academic Technologies (CAT)**

The Centre for Academic Technologies (CAT) has facilitated staff and student workshops to support teaching and learning in online, face-to-face, and hybrid context/s. From January to August 2022, CAT has 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 exam 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 Helpdesk is a dedicated student support service that offers support to a range of student queries via a ticketing system. By the end of August, the helpdesk team had serviced 9 432 tickets for 2022, ranging from technical queries to searching for information for support stakeholders at UJ. Our team responds to every query, ensuring that every student is answered and directed to the right support team at UJ.

CAT has committed to integrating innovative software with Blackboard to create opportunities in teaching and learning. In the first semester, e.g. CAT collaborated with selected faculties and the college (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.

CAT has developed two Short Learning Programmes (SLP) for the UJ community and the public. The first SLP on the Introduction to Sustainable Development Goals was launched in August 2022. The second SLP on 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.

CAT – in partnership with the Postgraduate School, the faculties and the college – is rolling out a Postgraduate Supervision Module. The aim of the project is to support postgraduate students in guiding them through the milestones of the postgraduate journey. Ultimately, the module adds value by supporting the supervision process, guiding the students through milestones in their journey, and providing a repository where students can save their work. Also, tools such as Turnitin have been enabled to serve as a developmental tool in the student's postgraduate research journey.

### **Preparations for the 2023 UJ First Year Orientation (FYO)**

One of the biggest institutional projects in which ADC participates is the organisation of the institutional FYO. The FYO is coordinated from the UJ First Year Experience Office seated in ADC and its organisation actively involves all UJ faculties/college and the wide array of UJ support services. Preparation and planning for the 2023 FYO started in May 2022 and the process went into overdrive during the second semester. The 2023 FYO has been conceptualised as an intentionally blended undertaking that will involve a week of on-campus activities across the four UJ campuses as well as eight fully online and customised FYO modules on Blackboard. The FYO modules will be used to extend FYO activities into and throughout the first semester of 2023. Preparations for the 2023 FYO have advanced far and the programmes and online modules will be completed by the end of November 2022 ready to welcome the UJ 2023 first-year students to the institution.

### **The Centre for Psychological Services and Career Development (PsyCaD)**

With staff and students returning to campus, this year created new challenges and opportunities for PsyCaD. The biggest challenge was the increase in the demand for the services that PsyCaD offers. During 2021, PsyCaD conducted a total of 17 168 sessions, which increased significantly to 22 016 sessions. This increase could be ascribed to both the direct and indirect impact that COVID had on society. Not only did COVID result in an increase in mental health problems, but also a greater awareness, and as a result a greater demand for support for mental health problems. Over and above the more general effects of COVID on society, our students were faced with more specific problems related 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. Interpersonal problems were one of the main reasons why students consulted PsyCaD and these problems varied from family and peer to intimate relationships.

Not only was there a greater demand for consultations, but there has also been an increase in the severity of the problems that PsyCaD had to deal with. During 2022, we 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/Helpdesk coordinator resulted in a more efficient management of these cases than in the past.



The Career Services team 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. To date two faculty specific career guides, i.e. Humanities and Science, have been produced and we are working on career guides for other faculties and they have launched an online Career Workbook.

### **The Undergraduate Student Research Conference (USRC)**

ADC and PsyCaD arranged the second UJ Undergraduate Research Conference in the APK Library for 11 October 2022. The UJ faculties and the college were invited to follow their own competitive processes to select up to three presentations to be included in the USRC. The conference was held in the APK Library and the event was live-streamed to the UJ community. The final conference programme consisted of 19 student presentations ranging from the Detection of E. coli in Water to Pavement Design and Developing an Augmented Reality Model to the History of Modern Consumerism. The undergraduate students made excellent presentations and lively debates were had by the more than 100 physical attendees and an online audience of more than 100 attendees.

### **Technology Transfer Office (TTO)**

The TTO reports the following activity relating to the UJ IP portfolio:

#### *New Invention Disclosures*

INVENTION TITLE	DATE	FACULTY
Advancing hydrogen production through industrial implemented membraneless electrolysis devices: Innovation through fabrication of a unique multi-layered nano-thin film cathode and anode	2022-09-06	FEBE
Mini-Mobile ATM	2022-08-17	FHS
Zulu-Python: A tool for writing computer programs in IsiZulu using python syntax	2022-08-16	CBE FoS
Recycled/Electrospun Synthetic Fibres as Reinforcement in Polylactide composites	2022-07-06	FEBE

#### *New patent applications*

TITLE	NUMBER	TYPE	COUNTRY	DATE	FACULTY
VERTICAL KILN	ZA2022/09762	Provisional	South Africa	2022-09-01	FEBE, Science

The TTO put out a call for applications to advance projects towards commercialisation. Twelve applications were received. Some funding has been allocated provisionally; some projects were not deemed fundable; and further information is sought to establish whether certain other projects should be funded.

The TTO participated in the EDHE Lekgotla, providing insight into the status of establishing the Economic Activation Office at UJ and participating in a think-tank session. The TTO also supported the attendance of two UJ student representatives at the event.

The EDHE Entrepreneurship Intervarsity Regional Round took place on 8-10 September 2022, hosted by Wits. The TTO was represented on the organising task team, and eight UJ student

winners were offered training and coaching from the TTO to prepare them for the Regionals. One UJ student has advanced to the Finals.

## **Postgraduate Studies**

During August and September 2022, the Postgraduate School (PGS) hosted three main events, namely, the Visualise Your Thesis (VYT) competition, the 3-Minute Thesis (3MT) competition, and the postgraduate and postdoctoral research conference. The VYT was developed by the University of Melbourne, Australia. It provides an opportunity for master's and doctoral students to showcase their research to a general audience digitally in 60 seconds. The 3MT competition was developed by the University of Queensland, Australia, and it challenges doctoral students to present their research in three minutes. The winners of the competitions were rewarded with generous amounts of cash prizes, with the first prize of R10 000 in each case. The first-place winners from both the VYT and 3MT competitions will represent UJ at the international VYT and the U21 3MT competitions, respectively.

The aim of the postgraduate and postdoctoral research conference is to provide the presenters an opportunity to enhance their communication skills, network with other researchers from many different disciplines, and receive valuable feedback on their research projects. Participation in the conference included 10 Postdoctoral Research Fellows, 20 master's, 20 doctoral, and three honours candidates, representing six faculties (Education, Engineering and the Built Environment, Health Sciences, Humanities, Law, Science) and the College of Business and Economics.

## **Division for Internationalisation**

The International Student Recruitment team visited Eswatini. The visit included seven international school visits for presentations at identified schools and an under- and postgraduate information session hosted in Mbabane. The Division for Internationalisation delivered three co-funded Africa-by-Bus programmes with the Faculties of Humanities (Botswana), Engineering and the Built Environment (Zimbabwe), and College of Business and Economics (Namibia). The programme also delivered an upcycle challenge programme with eight student entrepreneurs in the Netherlands in collaboration with NUFFIC Neso, Wits University and Fonty's University. At the start of the second semester in July, the Division welcomed study abroad students with a week-long orientation and onboarding programme. Ms Samkelisiwe Temba, a final-year BSc student majoring in Mathematics and Psychology, has been awarded the 2022 Abe Bailey Travel Bursary.

In line with providing support to international students, VFS South Africa conducted a mobile service on campus to assist students in applying for visas. There have been bi-monthly immigration webinars with newly admitted applicants to prepare them for visa applications to meet the 2023 registration deadlines. The Division provides accommodation support to new and returning students.

The Vice-Chancellor together with senior colleagues from the Division for Internationalisation met with H.E. Ms Ayşegül Kandaş, Ambassador of Turkey to South Africa. This follows the consultations with Turkish Higher Education institutions, namely: Istanbul University, Istanbul Technical University, Ankara University, Boğaziçi University and Bahçeşehir University. Turkey is of strategic importance as a potential EU funding partner (Turkey is a programme country for Erasmus funding). The Vice-Chancellor 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.

Several partner meetings were held at the European Association for International Education conference in Barcelona, Spain. The conference is the largest gathering of European University Internationalisation practitioners. Meetings were held with Sussex University, UK; Université Paris-Saclay, France; NHL Stenden, Netherlands; Leiden University, Netherlands; Western Sydney University, Australia; Saxion University of Applied Sciences, Belgium; KU Leuven, Belgium; London School of Economics, UK; Northwestern University, USA; Montpellier University, France; University of Grenoble Alpes, France, and the University of Toronto, Canada.

The Faculty of Law has been shortlisted for funding 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.

Prof Nnamdi Nwulu Director, [Centre for Cyber Physical Food, Energy & Water Systems at FEBE](#), has received a grant of R14 million from [Erasmus Plus](#) (an exchange programme of the European Commission), under the Capacity Building of Higher Education Programme. Prof Nwulu will lead a consortium with partner institution, namely, the University of West Attica, Research Innovation and Development Lab (a private company), Mitropolitiko College Anoyimi Ekpaideytiki Etairia (Greece), Università Di Corsica Pasquale Paoli (France) and locally the universities of Fort Hare, Venda and KwaZulu-Natal. The project aims to design, develop and evaluate a master's course in the field of Energy Poverty Alleviation Technologies in South Africa. It will also develop innovative learning material that will offer students a tailored perspective and participating universities the chance to exchange best practices, to modernise, renew and align their curricula towards innovative skills and competencies necessary to effectively address the urgent societal need of energy poverty.

### **Library and Information Centre**

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 now meets once a month. On 28 July, this group 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.

Over the last few years, the LIC has worked hard to develop a better relationship with the SRC at UJ. In the two years before COVID-19, the SRC and the LIC staff worked together to offer students who had studied all night in the 24-hour spaces muffins and coffee before their exams. This year the partnership developed into something more meaningful that is focused on supporting underperforming students who have failed more than two subjects in the June exams and/or have

received an F5 letter. The SRC contacts underperforming students who have failed multiple subjects or received an F5 and brings them to meet with a librarian who then sits and gives them individual tutoring on how to find information for their assignments and how to write an essay, report, or case study. This partnership is an exciting new development as the LIC traditionally struggles to get underperforming students to come to the LIC and get the help librarians can offer, while the SRC have the underperforming students coming to them asking for help, but they are not able to support them.

In 2018, UJ was among the universities that published the least number of articles in Open Access journals. In 2021, UJ had risen to among the top twenty percentile of universities publishing in Open Access journals. This move has partly been due to the article processing fees the LIC has made available to scholars by diverting 20% of the faculty budget for books and journals to article processing fees. At the beginning of September 2022, the Faculties of Health Science, Science, and Engineering and the Built Environment have used up their budgets. This speaks to the need for more money to be made available to researchers for article processing charges (APCs) and the important work that the LIC sector needs to do to negotiate with publishers to bring down the cost of article processing fees, which is currently \$3 000.00 per article.

## **Human Capital Management (HCM)**

### ***Executive recruitment and appointments***

Council approved the reappointment and extension of contracts for senior executive positions as follows:

- Appointment of Professor Letlhokwa Mpedi as Vice-Chancellor from 1 March 2023 to 28 February 2028. His appointment as Vice-Chancellor designate is from 1 October 2022 to 28 February 2023.
- Professor Bettine Jansen van Vuuren is appointed as Registrar from 1 April 2023 to 31 March 2028. Her appointment as Registrar designate is from 1 October 2022 to 31 March 2023.

The following positions are at the recruitment stage:

- Deputy Vice-Chancellor.
- Executive Director: Facilities Management.
- Senior Director: Strategic Initiatives and Administration.

### ***Declaration of Interest (DOI)***

The Online Declaration of Interest solution has been rolled out successfully. Staff who did not declare an interest are reminded monthly to ensure compliance. The second phase will be rolled out in due course, and additional functionalities will be implemented.

### ***Long Service Awards (LSA)***

Despite the COVID-19 delays and interruptions, the annual Vice-Chancellor's celebration honouring long-serving UJ staff employees is gradually returning to its regular flow. In total, 144 staff members were recognised for 2021. The 2022 LSA will be hosted on 18 November 2022 for approximately 153 qualifying staff members.

## ***Employment Relations***

The employment relations environment within the University remains peaceful with no significant changes. The union membership has not changed. In September, NEHAWU held elections, and the new Branch Management Committee took over. The substantive negotiations for 2023 are in process with plans to complete the process before the end of the year.

## ***Leadership Development***

- UJ Women's Leadership Development Programme: The 2022 cohort started with the programme in March 2022. The programme is a mix of both women from academia and support domains. The programme has been concluded successfully, and the graduation ceremony for 18 participants will be on 4 November 2022.
- UJ Student Leadership Development Programme: The UJ Young Leaders Development Programme (UJYLDP) 2022 programme commenced in February, with the fifth cohort made up of 49 students who hold various student leadership positions within the University. The programme has since been concluded beginning of September after the participants completed their final assessment, with 40 participants successfully finishing. The UJ Young Leaders' graduation ceremony was held on 14 October 2022.
- UJ Staff Day: The University hosted a successful Staff Day event themed 'Humans Before Boxes' on 30 September 2022. The event's primary aim was to create cultural integration and promote diversity among the constituencies of the UJ community. In addition, the vision for the day was for our UJ community to truly connect and spend the day applying the principles of Ubuntu.

## ***Facilities Management***

- The total spend in 2022 on student residence refurbishment, maintenance and repairs has now already exceeded R31 million and for the remainder of 2022 more than an additional R28 million is scheduled to be spent. Residences on three campuses will be worked on during the November to January recess period.
- During the past month, a fire in the Hospital Flats on APB Campus resulted in POSA offices and students having to be moved to alternative accommodation. The engineers have determined that there is structural damage and the building needs a major beam to be replaced before renovations can commence – this fire will have cost the UJ about R2 million by the time we are finished replacing everything including the damaged network equipment and servers.
- The FHS Rescue Simulation centre has a new contractor and the project is again on its way to completion. The latest estimate is that the facility will cost R96 million and be completed by July 2023.
- The reduced energy lighting project for UJ at the Empire building (previously the JBS Towers) had been awarded and the installation is being completed – a second phase, which will include JBS Park, will commence during the annual year-end break. In the JBS Park building this will reduce energy consumption by about 30%. The project to implement solar PV for UJ on Empire and JBS Park is well advanced and construction will commence during the December break. Solar PV projects for SWC Campus parking, and the APK Art Gallery covering have been awarded and will also commence during the year-end break. These will bring the total UJ solar power generation to close to 2.0MW. The power issues on the SWC Campus have

resulted in a design for the off-gridding of the whole campus – this will result in the campus operating normally even in the event of off-campus cable theft or area based load shedding. There will be no small individual backup generators that need continual work to keep running. It is hoped that procurement of the proposed solution will commence in 2022 still and that the final solution will be completed by June 2023 at a cost of about R22 million.

- The recent water interruptions have emphasised the fragility of our campuses to resource interruptions – as well as the importance of water and power to the operation of UJ as a whole. Projects to provide 48-hour water storage for all campuses are being worked on but the costs will in all likelihood exceed R20 million in 2023 when these projects are completed.

### ***Devland***

The UJ Devland Campus near the SWC Campus is complete, except for the installation of the network servers and AVU equipment. All fit-out work has been completed in the facility. The computer lab machines purchased at the end of 2021 are ready for installation as soon as the network servers are installed and working. Transfer to UJ should take place shortly as the CoJ Building Control has formally approved the revised building plans and will shortly issue an occupancy certificate.

### ***Universal Access***

- Additional access ramps on APK and DFC Campuses have been completed for new PWD ramps at four APK residences, a new ramp at DFC Louisa Street House 5, and for PWD accessible toilets at APK C1 Lab.
- Blind Pedestrian Walkways: The revised new technical solution has been partially installed already with gratifying effects on the APK and SWC Campuses. The long-lasting concrete walkways with a durable yellow coating will provide many years of guidance for the visually impaired. Rolling out to other routes on the same campuses and routes on the DFC and APB Campuses is being planned.

### ***Occupational Safety and Waste Management***

- The overall occupational safety compliance for the reporting period is 85.3% and edging upwards. The Phase 2 residence fire alarm installation project for all remaining residences will be completed by the end of October 2022 and then all residences will be compliant with the latest DHET Norms and Standards for fire equipment and systems.
- The total waste recycled at UJ is 40.8% of all waste generated and the new waste management company is performing exceptionally well. In total, 64 emergency drills have been completed on the various campuses and at residences this year already. More than 700 staff have been trained on health and safety matters in 2022.

### ***Information and Communication Systems (ICS)***

#### ***Implementation of an Information Security Awareness and Simulated Phishing Tool***

ICS Division has partnered with KnowBe4, one of the world's leading Security Awareness Training organisations, to provide information security training to the UJ community. The Knowbe4 platform enables the delivery of security awareness training and simulated phishing attacks that will help us create a 'human firewall' by training our employees on how to spot and report malicious emails and information that keeps them informed on the latest information security

trends. A program such as this will benefit the organisation by creating an environment where employees and students are aware of issues related to cyber security and what to do to protect themselves and the University. An initial General Security training course was rolled out to 5 545 UJ staff users. In total, 1 219 employees completed the training, and 499 employees are busy with the training to complete by the end of October.

### ***Radio Link Hardware refresh***

ICS initiated a project to refresh the radio links hardware at remote sites as part of the infrastructure upgrade project. The radio links are used to connect the UJ remote sites and other UJ properties to the main four campuses. Part of the scope was to replace the existing radio link equipment with the new ones; this was to replace ageing equipment and increase the link speed from 100 Mbps to 1 Gbps.

### ***APB and SWC re-cabling Project***

The APB and SWC re-cabling projects were initiated to fix the cabling issues at the APB Labs environment, including re-cabling, neatening the cabling, and ensuring that all the cabling is labelled according to UJ standards. This initiative at the Soweto Campus included re-cabling the ICS offices and putting the network cabinet on the backup generator to cater for load shedding.

### **Protection Services (PS)**

Reactivation of Biometric Two-factor Authentication (2FA) at gates: The biometric fingerprint readers (i.e. secondary authentication factor) have been deactivated across campuses since the beginning of the COVID-19 pandemic. PS has noted that there is a correlation between the increase in crimes on campus and the misuse of access cards due to the lack of 2FA. PS has tabled this issue at other forums, viz. the CCC, CCC-EXCO and ultimately the RMC, who supported that the current fingerprint readers be replaced with contactless biometric services.

To this end, PS has conducted market research and peer reviews into viable contactless biometric access solutions, and it is anticipated that the current readers be replaced with 'wave-scanners'.

The procurement process will commence in the 2022 financial year, and it is anticipated that the enrolment of staff and students' biometric details will coincide with the 2023 registration period. The reactivation of 2FA will be finalised during Q2-2023.

### **Student Affairs**

- While the University is enhancing its interventions to promote student wellness (mental and physical health, emotional stability, welfare, safety and security), the number of recorded student deaths for 2022 remains a concern. A total of 10 student deaths were recorded, seven of which were not caused by natural factors.
- In collaboration with PsyCaD, Protection Services, Transformation, and Centre for Student Health and Wellness, among others, measures have been put in place to promote student wellness, safety and security, as well as to prevent risky student behaviour. PsyCaD employed a psychologist to focus on residence and POSA students. The Student Meal Assistance Programme, which is run in conjunction with the School of Tourism and Hospitality, provides meal packs to 4 772 students.

- Tiger Brands contributes meal packs for 500 students every month. In October, Checkers donated 3 000 meal packs to residence students across all four campuses, while MTN donated 150 meal vouchers. Each meal voucher was to the value of R500, which could be used to purchase groceries at Pick n Pay. In addition, MTN gave five students R15 000 each for tuition.
- The elections of 2023 SRC and House Committees were running smoothly at the time of this overview. While we still experience some student apathy in relation to the elections and participation in SRC activities, the voter turnout is slowly improving. When the University introduced the electronic voting in 2020, the voter turnout was 13% in 2020, 18% in 2021. It now stands at 20% (in 2022).
- Timely addressing a number of challenges experienced in 2022, such as water and electricity, has contributed towards an improved student stability and fostering good relations with the University management. The University and students cooperated in exploring alternatives and further solutions.

### **Strategic Communications**

The University has remained among the top three major South African universities dominating the media space and influencing public debate on national and international interest matters. Thought leadership articles and expert commentary on UJ research and timely and important topics attracted media interest, leading to greater institutional visibility and reputation for the University and academics/experts. As many as 190 UJ experts in various fields were active in national media, while 85 appeared in global media, according to two independent media monitoring agencies, Professional Evaluation and Research (PEAR) and Meltwater. In total, 4 257 media clippings were generated. No less than 123 thought leadership articles penned by UJ experts were published across all media platforms. Of these, 30 articles strongly linked to Sustainable Development Goals (SDGs), 4IR and COVID-19. Strategic Communications also delivered quality audio-visual services during the Chancellor's Inauguration and other high-level events. On 18 August 2022, the Unit successfully launched UJ's 2021 Stakeholder Report, reflecting on the achievements and challenges of the past academic year (2021). The report may be downloaded here.

### **Marketing and Brand Management**

It has been an eventful quarter for the Marketing and Brand Management team, with many events and activities taking place at the University. The Events Team successfully hosted the Chancellor's Farewell and new Chancellor's Inauguration. The team was also involved in the arrangements for the Registrar's Imbizo, VC Campus Engagements, COVID-19 Catch-up Graduation series, Summer Graduation series, UJ Annual Memorial Service, Professorial Inaugurations and UJ Secretaries Day. Further building on the strategy to promote UJ as the thought leader in 4IR, the Beyond Imagining magazine 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, promoting your virtual self. The 4IR Cloudebate™ Climate Change series took place during 2022 with the final episode, Weathering the Storm, livestreaming on 28 September. The 4IR marketing campaign continued with the objective of sharing UJ successes and strategic direction. The Student Marketing hosted the Grade 12 Top Achievers function, which aims to encourage high performing learners to register at UJ, in September. It was well attended with good feedback from particularly parents. All of these events and activities were actively promoted on all UJ social media platforms and boosted to grow UJ presence in the market.



## **UJFM**

UJFM has made a significant contribution towards communications and information dissemination in collaboration with internal and external stakeholders. In total, 3 850 UJ-related news stories highlighting 4IR and institutional successes made headlines on UJFM.

- UJFM made it to the finals in five categories at 2022 South African Radio Awards.
- UJFM generated R1 million towards the University's third-stream income, which is 80% of its expected revenue target. Internal campaign – airtime worth R150K was allocated to internal campaigns and internal departments on a monthly basis.
- In line with the institution's strategy of ensuring collaborations with various stakeholders and taking UJ success stories and institutional successes to the market, a total of 18 faculties and support departments were afforded radio slots. UJFM further partnered with the Faculty of Engineering and the Built Environment to present Engineering Week to provide insight into the respective discipline (i.e. qualifying criteria and career prospects).
- Ten high-profile interviews, including Chair of the Council, Vice-Chancellor, various MEC and ELG members, were broadcast. Additionally, three 'My VC and I' Radio series were successfully conducted to promote the institutional vision and 4IR. UJFM also covered the Inauguration of the Chancellor, Dr Phumzile Mlambo-Ngcuka, in the form of on-site reporting and outside broadcast.
- UJFM has also developed young broadcasters, and afforded six students an opportunity to be part of the AMG Training Academy in partnership with the MICT-SETA.

## **Community Engagement**

The Community Engagement (CE) Unit has recruited 14 538 Student Volunteer Champions (exceeding MEC target of 12 000), which is the CE flagship programme. Out of this number, more than 2 500 have been trained in leadership skills and community development. The Unit has also trained members of the UJ SRC, as well as house committees and other university structures across all campuses. The Unit also successfully implemented various community-organised outreach projects within the Johannesburg inner-city, such as the sustainable environmental clean-up campaigns in the inner city and the service learning. This is part of CE's focus on responsible citizenship and contribution to the Sustainable Development Goals (SDGs).

## **UJ Sport**

UJ Sport has continued the upward trajectory in the sporting fraternity, with our teams and individual players winning awards in different competitions.

- The athletics club has maintained its status as the champion in cross country.
- In the Varsity Sports 2022 edition, both the Women's Rugby 7 and the Women's Football teams won gold, while the Men's Football team finished second, bagging silver medals. The Varsity Netball team qualified for the semi-finals for the first time in the history of the competition.
- The Women's Football under-20 team was crowned the Engen under-20 national champions with Coach Nthabeleng Modiko receiving the accolade of coach of the tournament and Siphumelele Shamase named player of the tournament in the tournament, including the varsity football tournament, and Thulani Zamdela scooping the same in the men's division. The basketball teams (both men's and women's) have been crowned champions of Gauteng.

- On an international level, our athletes represented the country well, with Michelle Moganedi captaining the wheelchair basketball team, and Caitlin Rooskrantz winning a bronze medal at the commonwealth games and gold at the Gymnastics World Cup.
- Lythe Pillay won a gold medal at the World Athletics under 20 championships in Cali Colombia, while David Sootho and Elizabeth Mazivise served the International University Sport Federation as volunteers. David Sootho was also part of the Sport Climbing event in Innsbruck (Austria) and Elizabeth Mazivise travelled to Portugal for the World University Futsal Championships.
- UJ Sport introduced the OrangeArmy traveling supporters to follow our teams for every competition in every province, which has proven to be a benefit for both players and spectators.
- The third UJ Sport Conference, organised in collaboration with the Department of Human Movement Studies, was a resounding success with international speakers.

### **Critical issues in Finance Portfolio**

Our financial results for the first nine months of the year indicate a surplus of R191 million with a year-end projection estimated at around R318 million surplus against a budget of R112 million year-end deficit. This is largely a result of savings from vacant posts not filled, utility costs and other expenses as well as deferred spending in some strategic projects. We have also realised returns higher than budget from our short-term investments through improved investment strategies. These savings will go a long way to cushion the University against the declining subsidy allocation and fee collections.

With regard to the 2023 budget compilation and finalisation, an extensive process was undertaken based on zero-based budget principles with financial sustainability being foremost. The future state on the domestic and global economy, together with the policy and funding uncertainties that prevail in the higher education sector, all made the budgeting process extremely difficult. The budget will be presented for approval at the upcoming Council meeting. The proposed budget sees total income growing marginally, culminating to a total of R5.09 billion, which represents a growth of 2.6% from the 2022 budget. The subsidy income is decreasing by 2.1% on actual 2022 allocation. Our total expenses of R5.09 billion is increasing by 0.21% on the 2022 budget. With the proposed budget, the sustainability ratio decreases from 100% per 2022 budget to 93% in 2023. With a conservative inflation forecast of 4.9%, assuming an aligned increase in fees and subsidies, this ratio remains at 80% over the next five years. However, with no growth in subsidies, this deteriorates to 39% by 2027. Council supports a 60% sustainability ratio.

The ratio of remuneration to income was at 58% in 2021 and 62% in 2022 YTD. The current ratio for the proposed Budget for 2023 is 65.6%. The deterioration in the above two ratios is indicative of the severe impact of the current funding structure and required increase in all income streams and reduction in costs to ensure our sustainability going forward, to compensate for the anticipated gap between revenue growth and costs escalation. A balance between the declining subsidy and fee increases against general and higher education inflation trends and organised labour demands for high salary increases is critical and not supported by current trends.

Despite the South African economy battling the low growth trap and record unemployment rate, the University has done well in raising funds for research and academic projects and the missing middle students. To date, a total of R837 million, against an annual target of R1 billion was committed by external donors. We are incredibly thankful for the generosity shown by our external partners.

While we remain extremely concerned about the significant risk to the sector that the intention by NSFAS to centralise the accreditation of student accommodation and payment of allowances poses and focus on putting mitigating controls in place, we are pleased that applications for 2023 funding by NSFAS are now open and encourage current and prospective students to submit applications.

All UJ subsidiaries are operating within budget, ending the first nine months of the year in a net surplus position, with a total forecast surplus of R16 million.