

Environment and support

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1 | Introduction

Support service departments play a crucial role in supporting the realisation of the University's vision and strategic goals, and in ensuring effective day-to-day operations. This chapter presents the service departments at UP and briefly highlights their evolution and successes.

As shown here, these departments at UP are diverse and offer a wide range of services to the university community. Services include academic and student support services, research and innovation services, human resources, staff and student wellness and safety, logistics, finance, information and knowledge management, planning, information technology and communications, sustainable development and governance and compliance.

The service departments at UP can be classified into three broad categories:

- *Student support services* — Library Services (also supports staff), Enrolment and Student Administration, Student Affairs, Residence Affairs and Accommodation, and TuksSport.
- *Staff support departments* — Human Resources, Research and Innovation (also supports postgraduate students), and Education Innovation.
- *Institutional support services* — Facilities Management, Information and Technology Services, Institutional Planning, Transformation, Finance, Security Services, University Relations, Enterprises UP, and Internal Audit and Compliance Services.

The diversity of the University's professional services reflects important institutional dynamics as well as evolving dynamics in universities' organisational environment, locally and globally. They include changing organisational structures, the increasing scope and diversification of institutional activities, governance imperatives, alignment with the policy environment, and the need to ensure the sustainability of universities and their effective functioning. The service departments thus have critical institutional capabilities which enable the successful pursuit of a university's vision and mission, enable institutional change and responsiveness, and support organisational effectiveness and sustainability.

At the University of Pretoria, a Directors' Management Committee (DMC) was established in 2013 to ensure effective

decision-making regarding cross-cutting professional service matters and to strengthen coordination and teamwork between the various professional services. The DMC ensures adequate consultation and input from the relevant professional services. Prior to the establishment of the DMC, there was a Directors' Planning Forum (DPF), but this was not a formal structure. The DMC started meeting formally in 2014.

At an Executive Retreat in 2019, there was an important shift in the nomenclature — instead of 'support' departments, service departments were designated as professional service departments. This change came into effect in January 2020.

The evolving roles and structures of professional service departments reported in this chapter highlight their continuous adaptation to ensure alignment with the University's strategy, responsiveness to new demands and changing contexts, and the need to continuously strengthen capacity. Almost all the departments underwent some form of restructuring as well as adjustments in the scope of their functions. Some of the major restructuring included the merger of the Bureau for Institutional Research and Planning (BIRAP), Quality Unit, Unit for Academic Planning and the Unit for Market Research in 2013 to form the Department of Institutional Planning; the merger of the Department of Academic Administration and the Client Services Centre to form the Department of Enrolment and Student Administration in 2015; and the merger of three campus companies — Enterprises at UP Trust, CE at UP, and BE at UP — to form Enterprises University of Pretoria (Pty) Ltd in 2016.

As indicated in UP 2025, the function of each professional service department is integral to achieving the University's long-term vision and strategic goals. During this review period, the University's professional service departments made significant strides in several areas, *inter alia*:

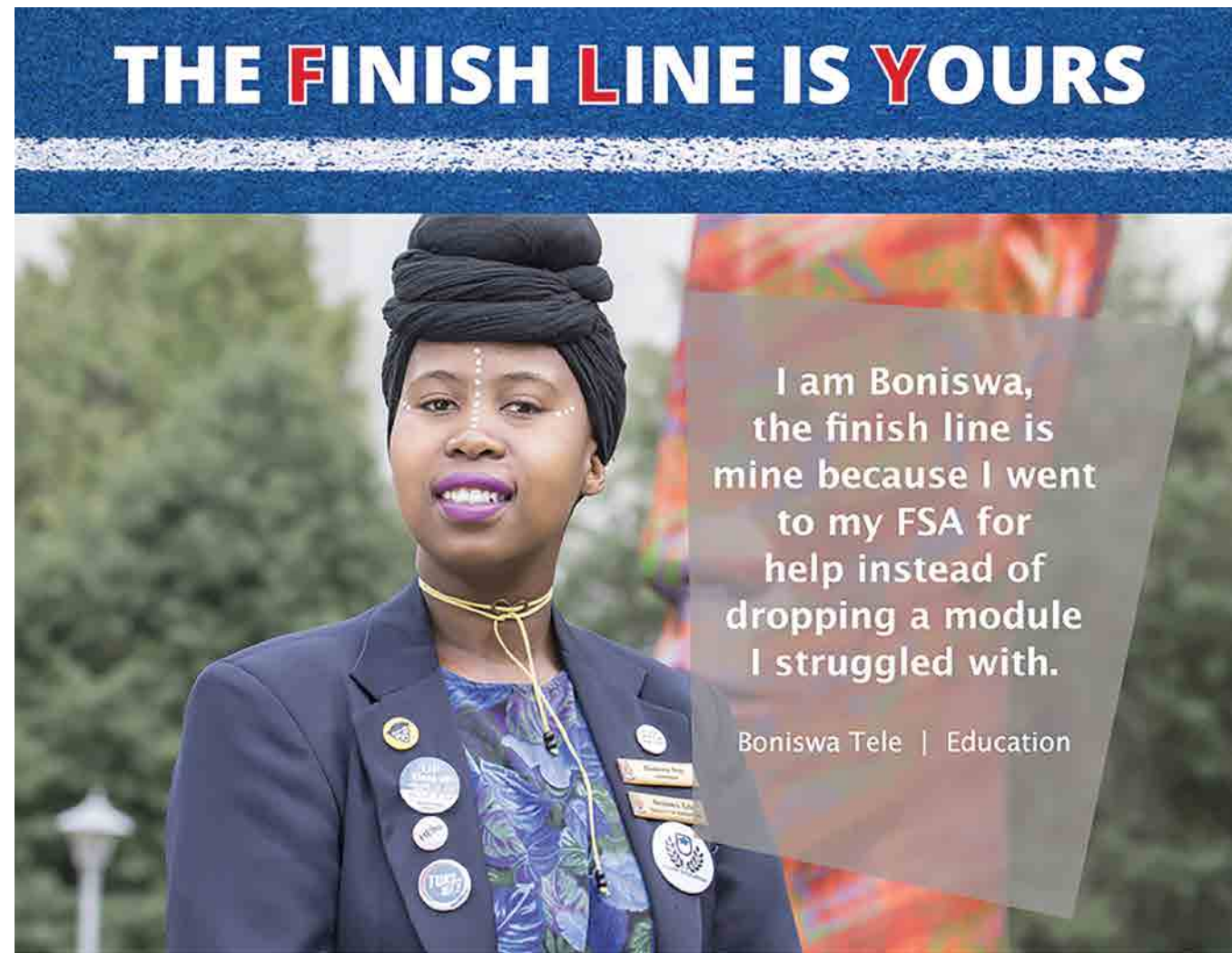
- Student success initiatives
- Student enrolment processes
- Fundraising and sustainability initiatives



- Infrastructure development, management and maintenance
- Community engagement
- Academic development and support for teaching, learning and assessment
- Quality assurance of the University's activities
- Strengthening of the University's IT capabilities
- Knowledge management initiatives
- Research and innovation support

- The University's anchor strategy
- Efficient administrative services.

It is not an exaggeration to claim that the achievements of the University during the period under review were, in no small measure, enabled by the work of professional services departments. During the nation-wide #FeesMustFall student protests of 2015 and 2016, which disrupted academic activities, professional service departments played a frontline role in ensuring institutional stability, the safety and well-being of staff and students, and continuity in teaching and learning and research.



2 | Education Innovation

The Department for Education Innovation (EI) had existed, in 2018, for some forty years, albeit in continuously shifting guises.

The Department has always held the clear vision of promoting education excellence, and in more recent times, responding to a rapidly evolving society and ever-changing environment. This has been done through embracing the latest and best in global practices of integrating information and communication technology (ICT) into higher education institutions.

Education Innovation seeks to be a strategic resource, and during the period under review, the quality of its functional excellence and human capital contributed to the achievement of UP 2025.

In order to fulfil its mandate, the vision of EI had traditionally been to support and develop academic staff through leadership and expertise in order to facilitate more effective learning in both contact and online programmes. In 2012, the focus included, for the first time, the academic support and development of students. A planning event in March 2009, from which a ten-year strategy (2010–2020) would be generated, involved all members of the Department and a variety of University stakeholders.

The outcomes of an external quality review of the Department, conducted in October 2009, affirmed the productive relationships in the interactions between EI and key University departments. This aligned with the Department's vision for 'creating synergy'. An example of this is the way in which EI provides professional learning opportunities to academics, in collaboration with the deputy deans responsible for teaching and learning, within and among faculties and relevant role-players around campus. These outcomes would later resonate with the goals set out in UP 2025.

Structure and functioning

The structure of the Department changed somewhat between 2009 and 2018:

- The Educational Technology Unit transferred to Information Technology Services (2009)

- The Community Engagement Office was incorporated into the Department (2011)
- Student academic development was added to include both staff and student development (2011/2012)
- The Creative Studios and Communications Technology Unit was reduced in size (2012/2013).

In 2018, at the end of the period under review, the structure was as follows:

Prof Wendy (W) Kilfoil was Director from 2009 to the end of October 2018, when she was succeeded by Prof Gerrit (G) Stols.

In 2009, only one of the two deputy director positions was filled, by Dr Matete (M) Madiba. She was succeeded by Dolf (D) Jordaan (2013). The second position was filled by Prof Ana (A) Naidoo (late 2011). They were responsible, respectively, for the portfolios of E-Learning and Media Development, and Academic Development — both remained in place beyond 2018.

Highlights

There were several highlights during the period under review in terms of strategic objectives and their achievement. These are briefly described below.

Student success

The Vice-Principal: Teaching and Learning, Prof Nthabiseng (NA) Ogude, to whom EI reported, formed a steering committee for Student Access and Success (2009), assisted by the head of the Higher Education Research and Innovation (HERI) Unit within EI. Funding from the Department of Higher Education and Training (DHET) became available

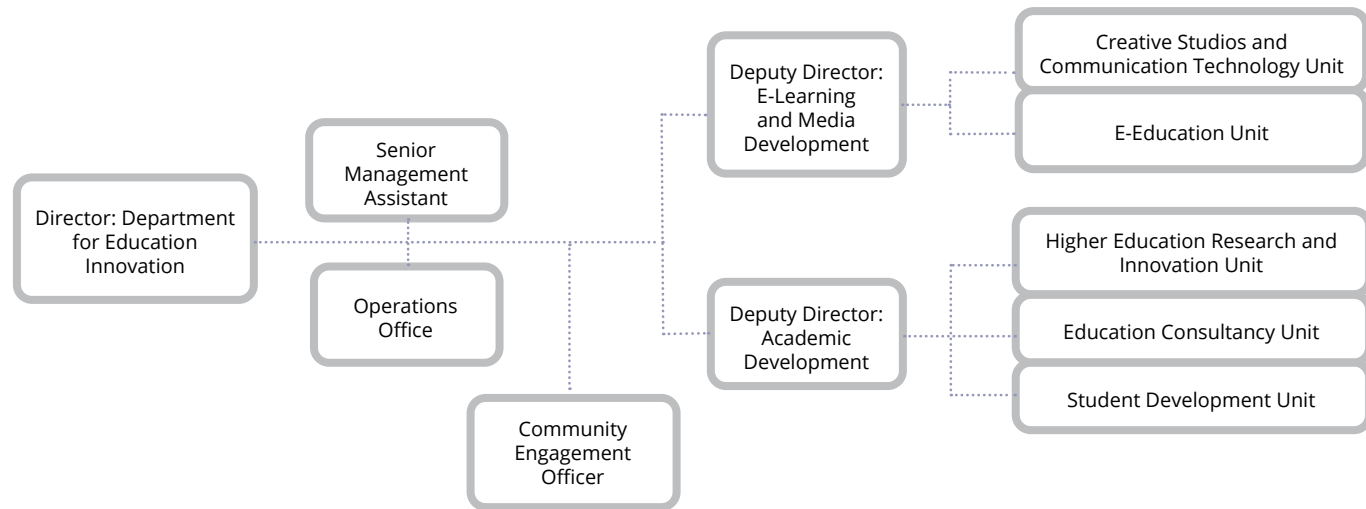
to the University for the first time in 2009 in the form of an earmarked Teaching Development Grant (TDG). The TDG would from 2018 be known as the University Capacity Development Grant (UCDG). Between 2009 and 2018, the grant was managed by the director of EI. It enabled several student success projects such as tutoring and advising. A strategy to appoint student counsellors in faculties was initiated during 2009, whereafter they were soon renamed Faculty Student Advisors. Although appointed in the faculties, they were convened as a community of practice by EI. Advising of this nature was an innovation born at UP that has now spread throughout the country.

The Deputy Director: Academic Development, Prof Ana (A) Naidoo, integrated initiatives such as orientation, the coordination of advisors and the training of tutors. First-year orientation moved to EI (in 2011/2012) and became more academic in focus; later, an extended online orientation was added, known as UPO (2014). In 2017, EI initiated a version of UPO for use by students provisionally accepted by UP but not yet registered.

The student success projects were consolidated, expanded, and then rebranded as the Finish Line is Yours — FLY@UP (2016), focusing on students taking responsibility for completing their degrees in the minimum time using all the support available at the University.

During the period under review, Prof Naidoo managed major student success projects funded by donors. The Michael and Susan Dell Foundation funded two programmes for NSFAS students: from 2012, the Dell Young Leaders programme, which supported students with a top-up for fees and wraparound services and, from 2016, the Sikelela Scholars programme, which provided wraparound services only. A further two, fully funded projects, were added: the MasterCard Foundation Scholars programme, inaugurated in 2013/2014 as a ten-year project, and the Ikusasa Student Financial Aid Programme, which started in 2017. At the end of the period under review, these programmes had ensured above average success for hundreds of students.

From 2009, work done by HERI resulted in the notion of high-impact modules (high enrolments, usually first-year, serving multiple programmes), which became the unit of analysis for much of the student success work. The Student Academic Readiness Survey (STARS) was designed by HERI and implemented during orientation, from 2010, to act as an early warning system so that students at risk could be directed to relevant assistance (mentoring and advising). Major data-based student success research was undertaken by HERI over the years. Dr Juan-Claude (J) Lemmens, Head of HERI, was chosen by the Vice-Principal: Academic to chair the Tshebi Data Analytics Committee from 2016, in acknowledgement of his work.



Structure of the Department for Education Innovation in 2018

Prof Wendy Kilfoil, Director Education Innovation, 2009–2018



Prof Gerrit Stols, Director Education Innovation, 2018–



- From 2016, CE also underwent a slight refocusing to support the University's anchor strategy, initially centring many activities around the Hatfield Campus and some around the Mamelodi Campus.

The sheer size of CE at the University, its developmental philosophy of partnering equally with communities to solve real problems, its relationship to credit-bearing modules, its effective management, and the impact on the local economy made it a leader in the field in South Africa during the review period.

Policy engagement

EI led the revision of a variety of teaching-related policies throughout the period under review. All were approved by the Senate. The policies included:

- The Community Engagement Policy (approved in 2013)
- The Teaching and Learning Charter: Undergraduates (approved by Senate in 2015)
- The Educational Technology Policy (approved in 2015)
- The Teaching Continuity Protocol (approved in 2016).

E-learning and online assessment

The University first invested in e-learning and online assessment in the 1990s to promote technology-enhanced blended learning:

- In 2009, only 45% of academic modules at UP had a clickUP component; in 2018, that proportion had risen to 94.43%. In the same year, EI also invested in synchronous software, later to become Blackboard Collaborate™. The gradebook feature of clickUP was implemented from 2010. The e-learning platform, based on Blackboard Learn™, was

Community engagement

The incorporation of community engagement (CE) into EI was part of the consolidation of support service departments (2011). Gernia (G) van Niekerk was head of the programme throughout the period under review. The following illustrates the scale of activities:

- In 2011, 7 500 students were performing CE for academic credit; this number would grow to 17 403 by 2018. Thousands of other students supported activities as volunteers.
- Linked to CE, the University was affiliated with the South African Higher Education Community Engagement Forum and the international Taillores Network of Engaged Universities.
- In 2016, UP became the only university in Africa to be invited to be a member of the University Social Responsibility Network.

branded as clickUP. Initially hosted on campus, clickUP was moved to a Blackboard managed hosting offsite in 2016.

- While Blackboard Learn™ has a quiz tool, the University uses other assessment tools too. In 2009, Umfundi was used for computer-based testing but was later replaced by QuestionMark Perception™ in 2012 (branded as QuestUP).
- In 2018, UP celebrated 20 years of online learning, with members of the Blackboard Executive attending several events organised by EI.

Hybrid teaching and learning

The University's teaching approach was branded as hybrid learning in 2014: a planned combination of contact and online teaching and learning. In support of a hybrid approach, an instructional design project manager in EI worked on an innovative coursework master's programme from 2016 to 2018.

With funding from the TDG, the first *Flexible Futures* conference was hosted in 2014, focusing on achievements in hybrid teaching and assessment. The conference has since been held annually.

In 2017, the University received a grant from the Carnegie Corporation of New York (CCNY), along with three other universities, to investigate the impact of the Fallist movement on the uptake of hybrid and blended learning.¹

Research and learning analytics

EI was also a national leader in learner and learning analytics in the period under review. The Department's work on learner and learning analytics received a boost when the University obtained a Siyaphumelela grant from the Kresge Foundation in 2014 to use data to promote first-year student success. The grant was administered by the EI Director, Prof Kilfoil.

Among other achievements, HERI designed the early warning survey, STARS; conducted a longitudinal survey on students who dropped out; and performed a cluster analysis mid-year to identify at-risk students. With support from the TDG, EI was able to pilot learning analytics, first, with Blackboard Analytics for Learn™ (2013) and later, with Blackboard Predict™ (2018).

Prof Kilfoil, working with the head of HERI, Dr Juan-Claude Lemmens, and the head of e-learning, Dolf Jordaan, launched the first South African Higher Education Learning Analytics (SAHELA) event at the University in 2013, in concert with the Learning Analytics Summer Institute of the Society of Learning Analytics Research (SoLAR). Dr Lemmens and Mr Jordaan continued to run a pre-conference SAHELA workshop at the South African Association for Institutional Research conference until 2018.

Recognising excellence

EI supported academic staff from the start of their appointment, through the occasion of their promotions, up until the recognition for their achievements. EI continued to organise the flagship academic induction programmes for newly appointed academics throughout the period under review, in consultation with the deputy deans for teaching and learning.

Teaching Laureate Awards had been organised for many years by EI but from 2013/2014, became part of the annual institutional achievers' awards. EI remained involved in drawing up criteria and assisting applicants to prepare portfolios.

Teaching and learning quality at UP was demonstrated to the higher education sector through the Quality Enhancement Project of the Council on Higher Education (CHE). The Director of EI led both phases of the project at the University (2014 and 2018). This multi-stakeholder project at UP resulted in two reports to the CHE, both published on their website.

Each year, EI staff members attend training and conferences, present papers, and publish. Between 2009 and 2018, 52 papers were published in peer-reviewed journals, predominantly in the field of e-learning but also on professional development, analytics, student success, and teaching and learning. The following are five of the more highly cited:

- Nagel L and Kotzé TG. 2010. Supersizing e-learning: What a Col survey reveals about teaching presence in a large online class. *The Internet and Higher Education* 13(1):45-51.
- Lemmens J, Du Plessis GI and Maree DJF. 2011. Measuring readiness and success at a South African University. *Journal of Psychology in Africa* 21(4):615-621.



- Ogude NA, Kilfoil WR and Du Plessis G. 2012. An institutional model for improving student retention and success at the University of Pretoria. *International Journal of the First Year in Higher Education* 3(1):21-34.
- Lemmens J and Henn M. 2016. Learning analytics: A South African higher education perspective. *Institutional Research in South African Higher Education — intersecting contexts and practice* pp 231-253.

- Le Roux I and Nagel L. 2018. Seeking the best blend for deep learning in a flipped classroom — Viewing student perceptions through the Community of Inquiry lens. *International Journal of Educational Technology in Higher Education* 15(1):16.

¹ Scheepers D, Kriel D, Nagel L, Pretorius G, Smart A and Thukane M. 2016. Use of blended learning during #FeesMustFall. University of Pretoria Case Study Report.

3 | Enrolment and Student Administration

The Department of Enrolment and Student Administration (DESA), previously known as Academic Administration (AA), is a key support service and institutional enabler of UP's enrolment growth strategy. In the period under review, changes were made in both structure and personnel to keep in step with growing student enrolments, in line with the long-term strategy of the University. Meeting the planned enrolment targets required careful planning and management, which included achieving an optimal balance between professional and academic programmes, increasing student access and diversity, identifying talented students for study at UP.

Planned enrolment growth until 2025 included the following targets: contact undergraduate numbers would grow by an average of 1.4% per annum until 2025, and contact postgraduates by 2.2%, which would result in approximately 55 000 students on campus. The number of distance education students was also expected to rise to about 20 000, which would result in the University having a total enrolment figure of 75 000 by the end of the strategy's lifespan.

Focus and strategy

In line with the CHE's mandate to review the Higher Education Qualifications Framework (HEQF) and establish a sub-framework for the higher education sector, Academic Administration, in 2011, launched a major institutional project to ensure alignment of all academic offerings with the new Higher Education Qualifications Sub-Framework (HEQSF).²

During this period, the PeopleSoft™ system was further expanded under an ongoing Systems Renewal Project by Information Technology Services (ITS), with several modules added and implemented, especially with a focus on student self-services. In 2012, students were able for the first time, to apply online for admission on the PeopleSoft™ system, followed for the first time, by online registration in 2013. Other systems developments included online contracts and integration between PeopleSoft™ and the Syllabus Plus scheduling software.²

In 2014, the Executive approved one of the major strategic projects for the period under review, the Optimise Student Services (OSS) project. The OSS project was undertaken with the help of Deloitte, and recommendations submitted to the UP Executive by Prof Chris (CR) de Beer regarding the way forward. The OSS project entailed developing an integrated operating model for the departments of Academic Administration and the Client Services Centre (CSC), which culminated in their merger as DESA in 2015.

The new DESA consisted of four divisions that were functionally aligned in order to support the University's strategic goals and strategies. This was achieved through two main functions, namely Strategic Enrolment and Student Administration. These functions were serviced through the Student Services and Communication Division and supported by the Student Systems Division.

The new structure remained decentralised, with Faculty administrative staff reporting functionally to DESA. The integrated structure enabled DESA centrally to:

- Coordinate, standardise and simplify enrolment processes
- Standardise administrative services and processes across faculties
- Leverage student systems and capitalise on efficiencies and effectiveness in terms of automation and self-service
- Provide integrated services to clients, students and staff.

² The CHE was mandated in 2010 to review the HEQF; its mandate in terms of section 27 of the NQF Act was, among others, the development of the sub-framework; the development and implementation of policy and criteria for the development, registration and publication of qualifications (i.e., standards setting, including the development of naming conversions for qualifications); and ensuring the development of qualifications as required for the higher education system.

Structure and leadership

During the period under review, the Department of Academic Administration continued to function under the Director, Dr Dawie (DD) Marais, until 2015, when DESA was formed through the amalgamation of AA and the CSC. In 2018, Cila (C) Myburgh was appointed as the first director of DESA.

Academic Administration, 2009 to 2015

Academic Administration consisted of four sections, as illustrated in Figure 5.2.

The executive line-management function was in the portfolio of the Registrar, Prof Niek (N) Grové during this period.

Enrolment and Student Administration, 2015 to 2018

During 2015, the human resources restructuring project was launched to ensure that staff of DESA were placed within their new structural and functional environments. The appointment

of DESA's new management team — a director and four deputy directors — was made in the latter part of 2015, as follows:

By 2016, DESA was operationally functional and reported to a new member of the Executive, Prof Carolina (C) Koornhof, who was also responsible for the Department of Finance, and Business Enterprises.

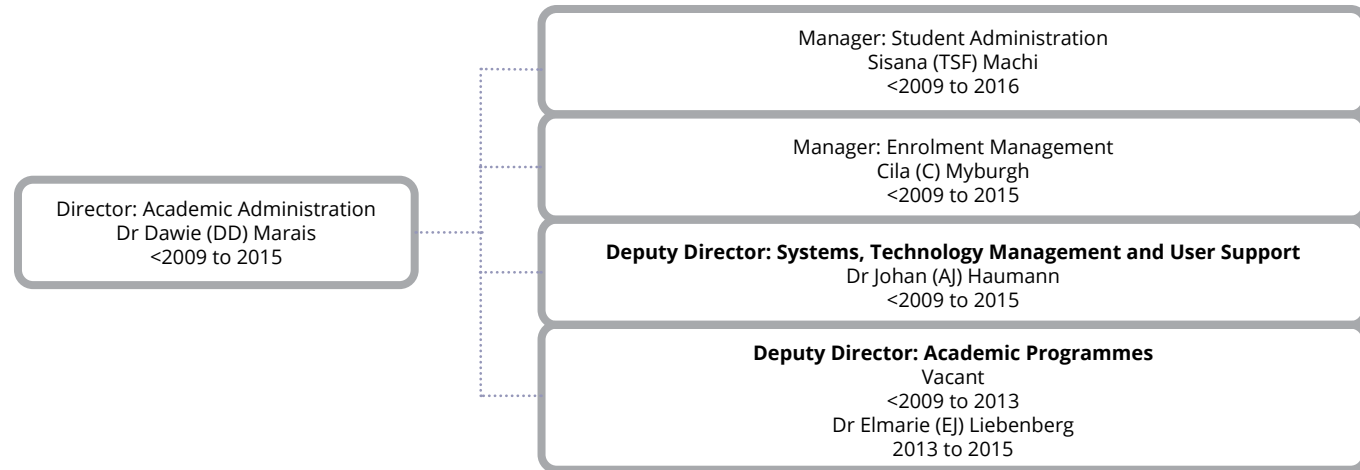
In January 2017, DESA created a new one-stop off-campus registration centre at the Hillcrest Campus, previously also known as the LC De Villiers Campus. This initiative was a massive collaborative effort between multiple service departments and all faculties, with the overall coordination and management of the Registration Support Centre being DESA's responsibility. Temporary structures, tents, facilities, infrastructure, parking, catering, and other support structures had to be erected and operationalised in a very short time to ensure the Centre was functional and open to the public on 18 January 2017. This was a highly successful innovation that ensured a seamless registration and enrolment process.

Cila Myburgh, first Director of DESA

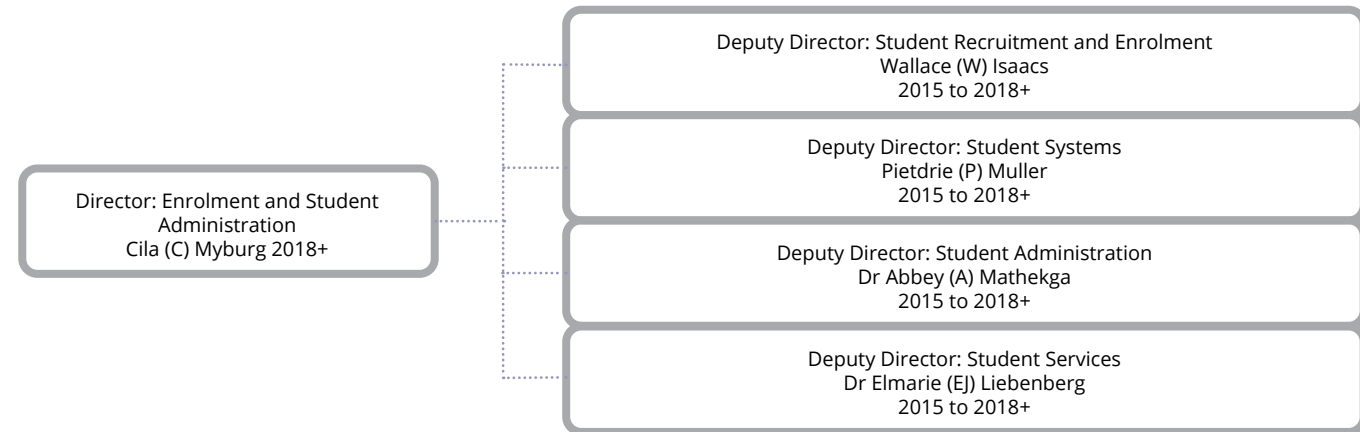


Dr Dawie Marais, Director of Academic Administration





Structure of the Department of Academic Administration from 2009 to 2015



Structure of the Department of Enrolment and Student Administration from 2015 to 2018+

Enrolment targets and strategies

During 2017, DESA focused strongly on initiatives and strategies to ensure that the University's enrolment targets were met through the launch of the #ChooseUP campaign. The result of the successful rollout of the #ChooseUP campaign was evident by an increase of 2% in the overall realisation rate. This indicated that more students had chosen to register at UP than in previous years. Furthermore, the realisation rate of top achievers was also met, thereby signifying UP as the institution of choice. This rate is measured by the number of top achievers i.e., students with six or more

distinctions ($\geq 80\%$), including Life Orientation, choosing UP as first-time entering students, who were in Grade 12 in the previous year. The campaign subsequently became an annual event, and in 2018, also had a significant impact on the realisation rate of UP-admitted students.

A newly developed and automated Online Application System opened for applications, for the 2018 intake, on 1 March 2017. The Online Application System made use of application and admission requirement rules to screen and route applications based on basic criteria and quality, and to manage the number of applications more effectively into programmes.

In a subsequent survey performed by the Department of Institutional Planning, UP's system was ranked by users as the easiest online application system to use out of all South African universities.

With respect to exit strategies, in 2017, the Career Services Division became the driver of the Ready for Work campaign in support of the UP Employability drive. Two marketing campaigns were rolled out for the Ready for Work programme, highlighting skills training and entrepreneurship. These programmes were further developed in 2018 and, in collaboration with Enterprises UP, four free online

skills courses were offered with more than 2 000 students benefitting from this proactive intervention.

Overall, DESA's portfolio covers the full student life cycle: from applications through to graduations and career services. As a professional services department, it plays a pivotal role in supporting the University in achieving its strategic goals. The merger of Academic Administration and the Client Services Centre into DESA ensured that sound, effective, and efficient administrative practices would be at the core of UP during the period under review and beyond.



Prof Cheryl de la Rey, Prof Tinyiko Maluleke and Kwena Moloto, SRC Chairperson, UP Welcome Day, 2017

4 | Enterprises UP

In 2008, the year prior to the period under review, the University created a commercial hub as an enabling platform for the development, implementation, management, and governance of the University's business activities. The entity would be registered and named the Enterprises at University of Pretoria Trust. The Enterprises at UP Trust was founded in 2008 and became operational as the official corporate holding entity of the UP group of companies.

The Trust was mandated to:

- Take responsibility for the development, implementation, and management of the University of Pretoria's business activities; and
- Govern and manage the campus companies of UP, which included contract research services and continuing education programmes.

Included in this group were two companies that were created earlier to service those who wanted to continue their education through diverse programmes, and one that leveraged UP's research capacities for commercial purposes: Continuing Education at UP Trust (CE at UP), and Business Enterprises at UP (Pty) Ltd (BE at UP), were the two companies responsible for this, respectively.

Structure and functioning

Until 2015, the Trust was governed by a Board of Trustees, made up, at different intervals, as follows:

Johan (JS) Nel (Chairperson until 2008)

Prof Chris (CR) de Beer (Chairperson until 2010)

Prof Cheryl (CM) de la Rey (Chairperson until 2015)

Prof Ramaranka (RA) Mogotlane

Prof Sibusiso (S) Vil-Nkomo

Prof Nthabiseng (NA) Ogude

Patience (TP) Mushungwa

Deon (D) Herbst (CEO).

In January 2016, Enterprises at UP Trust, CE at UP, and BE at UP were merged into one holding company called Enterprises University of Pretoria (Pty) Ltd, colloquially known as Enterprises UP.

Enterprises UP was formed in accordance with UP leadership at the time, as a central structure, with the following business objectives in mind:

- To manage and execute continuing education activities, commercial research, and consulting services
- To create brand awareness through interaction with industry and government, both nationally and internationally
- To generate third-stream revenue for the University of Pretoria.

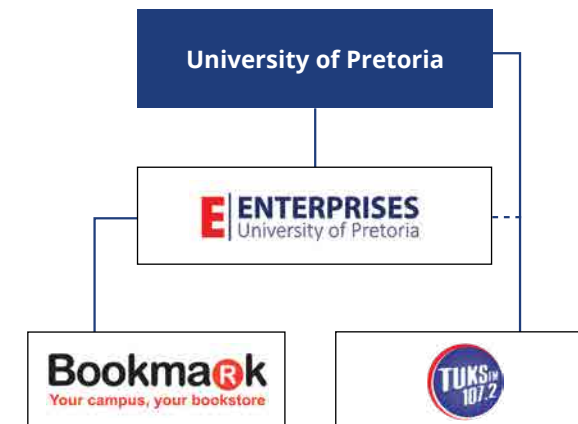
With the evolution of Enterprises UP, the Board of Trustees was replaced by a Board of Directors, the members of which are appointed by the 100% shareholder, the University of Pretoria. The Board of Directors at consolidation consisted of Prof Norman (N) Duncan (Chairperson), Prof Carolina (C) Koornhof, Prof Vil-Nkomo, Prof Ogude, and Mr Herbst (CEO). The Board of Directors was and remains responsible for formulating, supporting, and aligning a policy for the company which supports University policies.

Shifting knowledge to insight

The University's legacy of contributing to solutions continued to endure through a cluster of innovative and multidisciplinary services, rendered by Enterprises UP. Research and training solutions translate into increased productivity and enhanced customer service excellence within any industry. Drawing on the knowledge of academic and industry experts from the University, Enterprises UP's track record includes high-quality, customised, and practical solutions that set UP apart from traditional skills development and research organisations.



TuksFM, winners of the Campus Station of the Year award 2012, 2013, 2014 and 2016



The Enterprises University of Pretoria (Pty) Ltd, as in 2018

- *Research Solutions* provides a total solution focused on solving the day-to-day challenges of industry, informed by the latest in knowledge generation and knowledge developments born from UP's broad research outcomes.
- *Training Solutions*, in association with academics from the University, is committed to lifelong learning, maximising career growth opportunities, and taking knowledge to the next level. Training and career development services are provided to both the public and commercial sectors, globally, through quality, career-focused courses that address skills shortages worldwide.

Bookmark at UP (Pty) Ltd

Bookmark at UP (Pty) Ltd is a joint venture between Enterprises UP and Van Schaik Bookstore (Pty) Ltd. In January 2009, Bookmark at UP started trading on the Hatfield Campus. Bookmark at UP aligns the strengths of an academic institution with the commercial architecture of a national industry partner, to provide students with the highest quality service as it relates to the needs of an academic career. Subsequently, additional bookstores were opened and Bookmark at UP stores are now available on four of UP's campuses.

Tuks FM Trust

Tuks FM is UP's community radio station and has been broadcasting successfully since 1981. It broadcasts under licence of the Independent Communications Authority of South Africa (ICASA). In 2011, Tuks FM migrated from the Department of Student Affairs of UP to become a sustainable, self-funded entity.

During the period under review, Tuks FM won the coveted Campus Station of the Year award in 2012, 2013, 2014, and 2016.

Highlights

There were many highlights during the period under review; the following is a list of some of the more notable achievements:

- After the 2009 institutional audit by the Council on Higher Education (CHE), the University received a commendation for its quality processes, which included the activities of CE at UP.

Deon Herbst, CEO Enterprises UP



- During 2011, Enterprises UP received accolades for its support to Education Innovation in the preparation of UP lecturers for the transfer to the new ClickUP platform.
- Between 2012 and 2018, Enterprises UP acted as the Short Course Awards African delivery partner for UniQuest (Pty) Ltd (University of Queensland, Australia).
- In 2013, the University was proudly announced as the first in Africa to join as a SAP Education Partner for e-Learning at the SAP Education Partner Enablement and Software Product Value Chain event. In the same year, Enterprises UP received provider accreditation from the Local Government Sector Education and Training Authority (LGSETA) for the presentation of the Municipal Finance Management Programme. Also in the same year, and the following the inception of a flagship project of Corporate Social Investment (CSI) at Enterprises UP, a total of 64 school principals successfully completed the exclusive Leadership Development Programme for School Principals.



- In 2014, the Tshepo 10 000 project equipped 10 644 unemployed City of Tshwane youths with entrepreneurial skills. It also undertook an air-quality monitoring study for the proposed Kudu Combined Cycle Gas Turbine (CCGT) power station at Uubvlei, Namibia. In the same year, Enterprises UP administered the commercialisation of the hearScreen™ mobile health solution, an innovation of Prof De Wet (DW) Swanepoel in the Department of Speech-Language Pathology and Audiology at UP.
- In 2015, Enterprises at UP managed the drafting of the Third Amendment Bill to the Children's Act of South Africa, in collaboration with Prof Ann (A) Skelton at the Centre for Child Law at UP.
- Also in 2015, an agreement with the Australian National University (ANU) for the delivery of the Australia Awards-Africa Short Courses in Minerals and Energy Economics was concluded. Two years later, during 2017-2018, Enterprises UP and ANU jointly presented a Minerals and Energy Economics short course as part of this programme.
- In 2016, Enterprises UP assisted the Namibian National Commission for Research, Science and Technology (NCRST) with the revision of the Namibian national

research, science and technology policy. In the same year, it became the first provider in South Africa to develop and present the National Credit Regulator Debt Counsellor Training online. Also in 2016, Enterprises UP completed with appointed partners a World Health Organisation (WHO) project that supported the development of the National Strategic Plan/Framework (NSP) for HIV, tuberculosis (TB) and sexually transmitted infections (STIs).

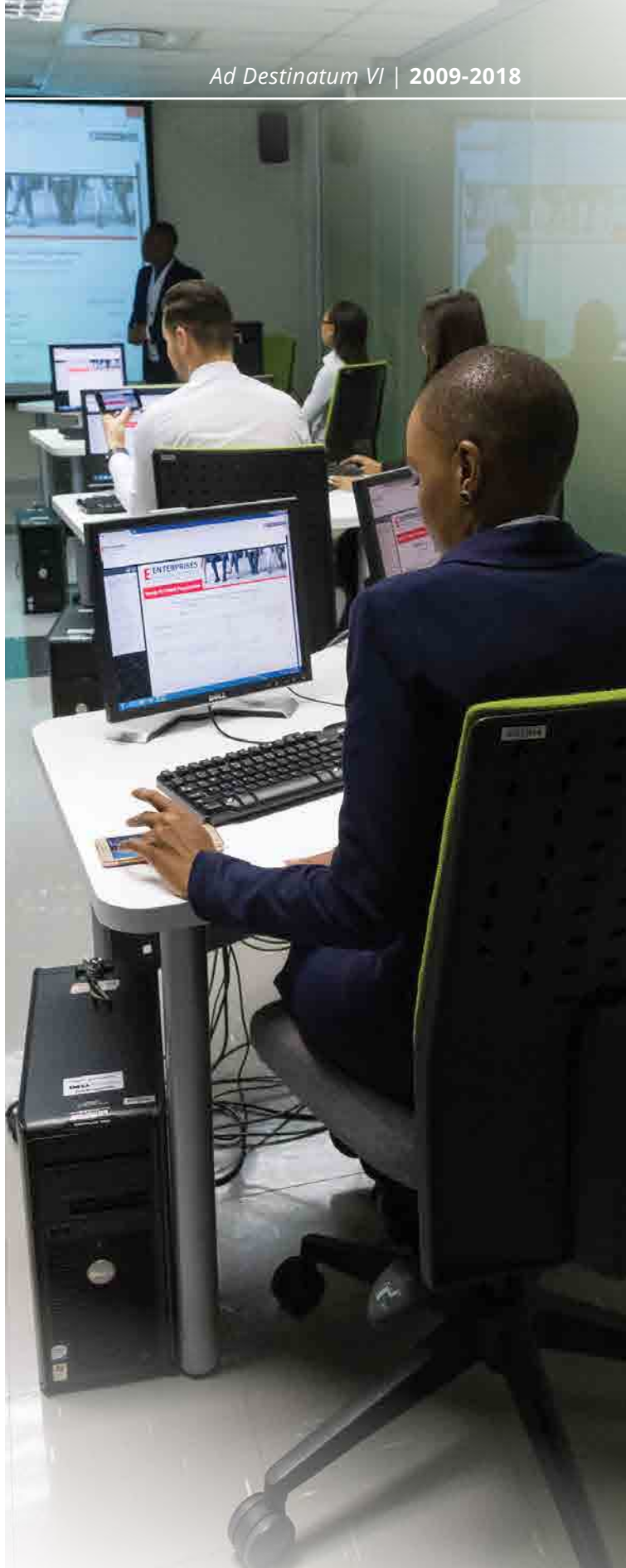
- Enterprises UP was involved in a research project that was the joint winner of the Innovation in Concrete category at the Fulton Awards 2017, for design and other uses of concrete.
- Also in 2017, Enterprises at UP launched the Ready for Work Programme, in collaboration with the UP Department of Enrolment and Administration Services. By 2018, more than 1 000 UP students had enrolled in the programme's specific work readiness content packages, and more than 1 800 had enrolled for the free online entrepreneurship package.
- In 2018, the University's Department of Architecture, and the Enterprises UP research project, NZASM Footsteps along the Tracks, 1887-1899, received the Corobrik

South African Institute for Architecture (SAIA) Award for Excellence in Architecture.

- In the same year, the Professional Online Development (PODs) trademark was registered in four categories. Also in 2018, and following two years of implementation spearheaded by Enterprises UP, the University was a Gold winner in the prestigious Gauteng Premier's Service Excellence Awards, in the subcategory 'Building Safe Communities' for its urban renewal and social transformation project around the Hatfield Campus.

International footprint

The international footprint of Enterprises UP reflects engagements with 106 countries, since 2008. In 2018, international research and training collaborations, agreements and partnerships for current and future initiatives reached as far as Australia, Finland, Germany, and the USA. Multiple projects were also completed in neighbouring countries, including Botswana, Namibia, Swaziland and Zimbabwe. Other initiatives were undertaken further afield in Africa, with research projects and training programmes rolled out in Ghana, Kenya, Malawi, Tanzania and Uganda.



5 | Facilities Management

The vision of the Department is to be a quality-driven leader in higher education estate and facilities management, which benchmarks favourably nationally and internationally. It is a multidisciplinary department that has been positioned to coordinate all estate and facility-related services at the University. In this role, the Department sees itself as responsible for providing these services at strategic, tactical and operational levels to the entire university community whilst integrating the needs for facilities, services and infrastructure into a single, comprehensive spatial development plan to support the University's strategic plan at all times.

The UP 2025 strategic plan states that spatial infrastructure and physical facilities are central to providing the environment within which students and staff can excel to achieve the University's academic mission.

Structure and leadership

By 2009, the Department was structured into four divisions, with Philip (PA) Nel as the Director. Mr Nel was appointed from 2008 until the time of his retirement in 2013. He was supported by four deputy directors and a specialised project manager, Prof Schalk (SJ) Claasen, responsible for large institutional projects. Prof Susan (SA) Adendorff, formerly Head of the Procurement Division within the University, was appointed to succeed Mr Nel when he retired at the end of May 2013. The structure of the Department remained unchanged until the end of 2017 when the number of divisions was reduced from four to three. From 2009 to 2017, the Deputy Directors were:

- Deputy Director, Planning and Administration — Hennie (HS) Coetzee from 2009 to 2015. He was succeeded by Nicolaas (N) Bester in September 2015.
- Deputy Director, Project Management — Marcel (MF) Theron from 2009 to 2017.
- Deputy Director, Maintenance and Operations — Willem (WJ) Lübbe from 2009 to October 2013. He was succeeded by Ludolf (PL) van der Merwe.
- Deputy Director, Campus Services — Wessel (WJ) Oosthuizen from 2009 to 2017.

From 2009 to the end of 2015, the Department formed part of the portfolio of Prof Antonie (AM) de Klerk, the member of the University Executive responsible for Facilities, Information Technology, and Sport. Following his retirement, the Department was overseen at various times by the then Registrar, Prof Niek (N) Grové, and the Vice-Principal: Institutional Planning, Prof Anton (A) Ströh.

Philip Nel, Director Facilities Management, 2008-2013



Prof Susan Adendorff, Director Facilities Management, 2013-

The Department experienced major changes after the #FeesMustFall campaign of 2015/2016, which led to the decision to insource many of the contracts that had been outsourced since 1998. Over a period ranging from April 2016 to December 2018, the number of staff members in the Department increased from 82 at the end of 2009 to 1 130 by the end of 2018. Several changes were also forced upon the Department as a result of a moratorium on the filling of vacancies, and a number of senior staff taking early retirement. As a result, by the end of 2017, the Department had to restructure into three divisions, coinciding with the retirement of the institutional project manager, Prof Claasen, in September 2017. The restructuring led to the following structure:

- Deputy Director, Campus Planning and Development — Nicolaas Bester
- Deputy Director, Technical Services — Ludolf van der Merwe
- Deputy Director, Campus Services — Wessel Oosthuizen.

Project Management, and Planning and Administration, were thus merged into one division. Technical Services and Campus Services were the divisions most affected by the insourcing, not only by the number of insourced staff members but also the scope of operations.

Campus spatial development planning

Surface coverage

By the end of 2009, the land owned by the University of Pretoria covered 1 188 Ha with the gross floor area of the buildings on all campuses totaling 872 864 m². The University's property portfolio comprised 632 buildings. During the period leading up to the end of 2018, various property acquisitions and disposals took place, and many new buildings were added to the portfolio (more detail is provided on pages 436 to 439). This meant an increase in land owned by the University to 1 192 Ha, the number of buildings increased to 703 and the gross floor area increased to 995 214 m².

Of the 703 buildings owned by the University by the end of 2018, 282 had been erected more than 60 years before, making these buildings subject to the National Heritage Resources Act (Act No. 25 of 1999).

During the period under review, the Department executed 1 849 infrastructure projects to the value of more than R4 billion. Many of these projects were co-funded from Infrastructure and Efficiency Grant (IEG) funding as awarded by the Department of Higher Education and Training (DHET).

Throughout 2012, the University conducted a campus master planning exercise. As a result of this project, certain priorities were proposed to the UP Executive and Council for consideration, and subsequently, high-level costing estimates were developed.

In March 2013, the DHET informed all South African public higher education institutions that each university had to submit audits and plans related to its infrastructure to the Department by the end of July 2014. The following needed to be included:

- An infrastructure audit in line with funding allocation for disability infrastructure to provide universal access
- A comprehensive maintenance plan outlining how old and new infrastructure would be adequately maintained
- Comprehensive infrastructure audits and submitted campus masterplans
- Medium and long-term infrastructure plans in line with an institution's growth trajectory over the next 10 to 20 years; the latter would be used by the DHET as a basis for the next infrastructure funding cycle.

During this time, the University of Pretoria revisited the campus masterplans developed in 2012 and developed campus masterplans in much greater detail for all its campuses.

These plans were developed against the backdrop of the University's enrolment plan to 2019, as had been agreed with the DHET, as well as the growth trajectory included in the University's strategic plan, UP 2025. Since the request from DHET asked for longer term planning, the growth projections were extrapolated to 2030.

To ensure that the proposed expansions provided in the campus masterplans could be executed, a detailed audit of the services and utility infrastructure on all UP campuses was conducted. The result of this audit and the campus masterplans provided a ten-year plan for the refurbishment and upgrading of the services infrastructure. Furthermore, given the age profile of the University's building stock, an assessment of the deferred maintenance was done. The state



of the University's residences was specifically addressed. Finally, a full audit of universal accessibility of all UP facilities was conducted. In addition, a quantity surveyor was tasked with estimating the cost of aligning all UP facilities to the latest guidelines on universal access.

Based on the report submitted to the DHET in 2014, significant funding was allocated to deferred maintenance and bulk infrastructure upgrades in the IEG4 and IEG5 funding cycles. Details on the deferred maintenance and bulk infrastructure upgrade projects are given below.

In 2018, the Department embarked on a revision of the campus masterplans that had previously been prepared. This effort would eventually culminate in a revised masterplan for the University which was to be submitted for approval to the UP Council in 2019. The plan would henceforth be known as the UP Campus Spatial Development Plan.

Sustainability awareness

Energy consumption

Before 2009, Facilities Management embarked on various initiatives to curtail energy consumption on its campuses. By 2012, the consumption was 101.32 kWh/year/m². During the period under review, energy consumption peaked at 105.16 kWh/year/m² in 2015. By 2018, further initiatives had reduced the consumption to 97.88 kWh/year/m². This represents a reduction of almost 7%.

Actions taken to reduce the electrical consumption included:

- An energy consumption awareness campaign
- A project protocol implemented which included technical insight into renovation, upgrades, and new builds

Hatfield Campus

Projects funded from the University's own resources

Construction of the Thuto Building (lecture hall complex with 2 400 seats) (2010, R71m)

Repurposing of space to create a Research Commons in the Merensky Library (2010, R19m)

Refurbishment of the Botany Building (2012, R17m)

Refurbishment of Old College House to house the Centre for the Advancement of Scholarship (2012, R11m)

Refurbishment of Kya Rosa (2012, R1,3m)

Refurbishment of Old Agriculture Building kitchen (2012, R19m)

Refurbishment of the Club Hall (2014, R17m)

Refurbishment of House Nala (Klaradyn) and House Khutso (Jasmyn) (2014, R62m)

Closure of the Amphitheatre roof (2014, R3,6m)

Construction of bus terminus (2016, R11m)

Refurbishment of the JAKE Dining Hall (2016, R14,5m)

Upgrading of the Building Sciences Building (2017, R35m)

Refurbishment of the Monastery Hall (2017, R20m)

Upgrading of the Law Building exterior facade (2017, R24m)

Refurbishment of the IT Building (2017, R33m).

2007

Construction of the Engineering 3 Building and Parkade (IEG1, 2007, R170m)

2008

2009

Construction of the Plant Sciences Building (IEG2, 2009, R98m)

2010

2011

2012

2013

2014

2015

2016

2017

2018

Projects funded by the University and industry partners

Construction of the Mining Industry Study Centre (2011, R73m), in collaboration with the Anglo-American Chairman's Fund, Glencore, CBI Electric and PPC Cement

Construction of the Virtual Reality Mining Laboratory (2013, R33m) in collaboration with Kumba Iron Ore.

Projects funded from the IEG

Various projects were initiated and executed because of the opportunity to apply for IEG funding. In all instances the University was expected to co-contribute to the project cost. Many of these projects were approved as part of the drive to increase student numbers in particular faculties (for example, the School of Engineering).

Hillcrest Campus

In 2013, the Hillcrest Campus became the collective name for the Hillcrest Sports Campus, the Experimental Farm and the Hillcrest Residences.

Projects funded from UP's own resources

Construction of the TuksMonate Dining Hall (2011, R38m)

Construction of the Tuks Golf Driving Range (2012, R2,4m)

Upgrading of the athletics track in the BESTMED Stadium (2012, R14m)

Upgrading of the rugby stadium (2012, R15m)

Upgrading of the Rembrandt Hall (2013, R11m)

Construction of the small animal handling facility (2013, R11m)

Refurbishment of The Tower (Taaibos) and College (Kollege) residences (2015, R74m)

Upgrading of High Performance Centre (hpc) hotel and sports centre lockers (2015, R4m)

Construction of the compost yard (2015, R5,5m)

Rehabilitation of the Hartebeestspruit (2016, R9,5m)

Refurbishment of House Tau (Boekenhout) and Tuks Ekaya (Olienhout) residences (2016, R74m)

Conversions to accommodate the Sport, Exercise Medicine and Lifestyle Institute (SEMLI) (2017, R26m)

Upgrading of the Daan Swiegers Clubhouse (2018, R650k)

Refurbishment of the Morula Legae (Maroela) and Azalea (Katjeepering) residences (2018, R97m)

Repurposing of space in the Sports Centre to create a new data centre (2018, R5m).

2007

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

Projects funded by UP and industry partners

Construction of the Centre of Excellence for Cricket SA (2012, R25m)

Construction of new TuksSport High School and hostels (2013, R47m) with donation from the Athletics Foundation Trust

Construction of Assupol Tuks Cricket Clubhouse (2015, R12m) with sponsorship from Assupol.

Groenkloof Campus

The Groenkloof Campus continued to accommodate the Faculty of Education.

Projects funded from the IEG

Construction of three new lecture venues in Aldoel Building, upgrading of laboratory facilities and IT laboratories (IEG2, 2009, R70m)

2007

2008

2009

2010

2011

Repurposing of space to create a Research Commons in the Library (IEG3, 2012, R15m).

2012

Projects funded from UP's own resources

Letlotlo Building refurbishment (previously known as the SACTE Building) (2013, R35m)

2013

2014

2015

2016

2017

Installation on campus of a central standby generator plant (2018, R21m).

2018

Mamelodi Campus

The Mamelodi Campus continued to function as home to the extended academic programmes during the period under review.

Projects funded from the IEG

Upgrading of classroom and laboratory facilities, computer laboratories, the cafeteria, and the installation of a central standby generator plant with the construction of a new substation (IEG3, 2012, R34m).

Project funded by UP and the US government

Phase 2 of the Mae Jemison Reading Room (2014, R640k).

Projects funded from UP's own resources

Internal upgrading of the Arena Auditorium often used for the University's community outreach initiatives in Mamelodi (2015, R1,2m)

Upgrading of the Student Health Service facility (2015, R500k).

Prinshof Campus

The Prinshof Campus remained home to the Faculty of Health Sciences during the period under review.

Projects funded from the IEG

Construction of a BSL 3 laboratory at Prinshof South (IEG2, 2009, R19m).

Projects funded from the National Skills Fund

HW Snyman North Skills Laboratory and Library refurbishment (2012, R17m)

Construction of the TuksBophelong residence (2012, R96m)

Construction of the Tswelopele Lecture Hall complex (2012, R184m)

Upgrading of HW Snyman North Levels 4 and 5 (2012, R44m)

Projects funded from the Clinical Training Grant

Upgrading of the cafeteria (2012, R27m)

Renovation of levels 3 and 5 in the Pathology Building (2012, R6,5m)

Refurbishment of the HW Snyman South Skills Laboratory (2014, R3,6m).

Projects funded from the National Skills Fund

Upgrading of the Basic Medical Sciences Building (2017, R116m).

Projects funded from UP's own resources

Upgrading of the Oral and Dental Hospital (2017, R36m).

Onderstepoort Campus

The Onderstepoort Campus continued to accommodate the Faculty of Veterinary Science and the Onderstepoort Veterinary Hospital. Residences provide accommodation to some of the students of the Faculty.

2007

2008

2009

2010

2011

2012

Upgrading of various student facilities and laboratories (2012, R87m)

2013

Construction of new residence (100 beds) (2013, R30m)

2014

Phase 2 of the Mae Jemison Reading Room (2014, R640k).

Erection of the Lesedi Complex (2014, R86m).

2015

2016

2017

Installation of a two-day back-up water supply (IEG4, 2017, R15m).

2018

- An initiative to replace electro boilers with heat pumps
- The use of the latest technology in all HVAC³ upgrades and replacement projects
- HVAC plants not running 24 hours, seven days per week, for 365 days per year
- The installation and utilisation of building management systems.

Water consumption

By 2012, the water consumption at the University of Pretoria was at 0.66 kL/year/m². By 2016, this figure had increased to 1.13 kL/year/m². Through a rigorous programme of initiatives to curtail water consumption and to contain leaks, the consumption was down to 0.99 kL/year/m² by 2018. This represents a decrease of more than 12% over a five-year period.

Actions taken to reduce the water consumption included:

- A water consumption awareness campaign
- Monitoring of leak flow resulting in the replacement of water infrastructure on most of the campuses
- Meter replacements and new installations using new technology and additional meters
- A project protocol was implemented which included technical insight into renovation, upgrades, and new builds
- The introduction of a standard specification for sanitaryware.

Reporting on UP's carbon footprint

The Department introduced an annual carbon footprint report for the University in 2015. The report typically reflects on all the sustainability initiatives undertaken in the Department ranging from reductions in energy and water consumption to the significant recycling efforts of the University, and the fact that the University is fully self-sufficient in compost and mulch production for use on its campuses.

Renewable energy solutions

Negotiations commenced in 2017 for the installation of solar panels on the roofs of certain buildings on the University's campuses. The project entailed the signing of a power purchase agreement with a service provider who

conducted feasibility studies on all the campuses. The first two installations were done on the Merensky Library and the Technical Services Building, both situated on the Hatfield Campus. The University was able to procure electricity from the service provider for the first time by November 2017. The installation of renewable energy solutions has become an ongoing project for the Department.

Major capital expansion projects

Numerous capital projects were executed during the period 2009 to 2018. The funding received for these projects came from various sources. Many of the projects were funded through IEG funding received from the DHET, quite a few projects were executed with funding received from other external parties (including industry partners and donors) and many funded from the University's own resources. At the Prinshof and Onderstepoort Campuses various projects were also funded — in some instances fully funded, through the National Skills Fund and the Clinical Training Grant but in others co-funded by the University. The information provided per campus and project, groups funding categories and indicates, in brackets, the date of project inception as well as the budget allowed for a particular project.

Deferred maintenance

In 2009, the University made an amount of R42,4m available to be spent on deferred maintenance over a period of three years. Various projects were undertaken across all campuses. However, by 2013 the deferred maintenance backlog at the University was estimated to be approximately R1b. As part of the IEG4 funding, an amount of R82m was made available to the University to attend to deferred maintenance — this was co-funded by the University to the amount of R79m. The allocation of funds to attend to deferred maintenance continued in the IEG5 allocations with R42m being awarded to the University and co-funded by the University to an amount of R24.6m.

Ongoing projects

Universal access

The regulations pertaining to universal access have had severe implications for the University. Although the University continued to ensure that all new projects comply with these regulations and made funding available to address the

accessibility of existing buildings, the audit conducted in 2013/2014 on all properties owned by the University showed that much still had to be done to improve accessibility. In 2014, the estimate for all UP buildings to comply with the then latest guidelines regarding universal access was R565 million, as per the report submitted to the DHET. Improving universal access is ongoing with funding made available on an annual basis. An amount of R19 million was spent from 2009 to 2018 to improve universal access. However, it should be noted that all refurbishment projects made provision for compliance with the universal access regulations, which was over and above the amount spent on smaller projects.

In 2014, a project of particular significance was the conversion of a part of the Old Chemistry Building to accommodate the Disability Unit of the Department of Student Affairs. It included the creation of a special space for students who make use of guide dogs to rest in a secluded spot outside the building. The budget for the project was R2,4 million. Previously, as part of IEG3, an amount of R2,8 million was allocated for the procurement of specialised equipment for the Unit.

Other important projects included the installation of a tactile walkway on the Hatfield Campus and the upgrading of residence accommodation for students with disabilities, as was done at Xyata Residence.

Fire detection and protection

Fire detection and protection remained a focus area during the review period. Not only was an annual amount set aside for these activities, but all projects undertaken also needed to comply with the latest regulations. Specific projects for improving fire detection and protection since 2009 amounted to more than R50 million. Of this, R15,4 million was allocated as part of the IEG4 funding.

Standby generators

The need for standby power increased from 2008 onwards when the national power grid began failing and load-shedding was introduced. By 2009, 43 generators had been installed across all campuses of the University. The installation of back-up power has become a standard feature of all projects. By the end of 2018, another 20 machines had been installed with an additional 15 in various stages of planning and construction.

CCTV upgrade

The University has one of the largest closed-circuit television installations in South Africa. A project was approved in 2017 for the replacement of the original installation. The project was not completed by the end of 2018, but an amount of R29 million was allocated for its completion.

Access control

In 2015, a decision was taken to replace the physical access control system used on all campuses of the University. The Impro System was selected as the preferred platform. An amount of R47 million was allocated and the project was successfully completed in 2018.

Social learning spaces

The transformation of teaching and learning spaces is an ongoing initiative of the Department. The purpose of these spaces is to support the way in which students learn. The facilities are developed to enhance specific pedagogy, student experience, and mimic real-world work and social environments that can foster interactions and cross-disciplinary problem solving. Implementation occurs through ongoing planning and engagement initiatives, small scale interventions and is a focus for all major construction projects.

Projects undertaken during the period under review included the creation of a postgraduate hub for the Faculty of Economic and Management Sciences, notably the conversion of existing space to include a social learning space; a postgraduate hub and flexible teaching venue for the Department of Statistics; the refurbishment of a social learning space and flexible lecturing venue for the Department of Mathematics; the creation of a postgraduate hub for the Department of Consumer and Food Sciences; and the conversion of the foyers in the Theology Building into social learning spaces.

Conservation management plan

In 2018, a project was launched to compile a conservation management plan for the University. The need for such a plan arose from the fact that the property portfolio of the University included almost 300 buildings protected by the National Heritage Resources Act (Act No. 25 of 1999). The Act stipulates that general maintenance on such buildings may not be performed without a heritage permit issued by the Provincial Heritage Resources Agency-Gauteng (PHRA-G).

³ Heating, ventilation, and air-conditioning (HVAC).

The solution was to apply for a Conservation Management Plan (CMP) permit for each campus of the University. Such a permit is valid for ten years and affords the University the opportunity to plan and execute maintenance, restoration work, and minor alterations within the framework provided by the permit. A heritage architect was duly appointed to compile the plan.

The expected completion date for the project was the end of 2021.

Major projects not yet completed

The planning and construction of a number of major projects commenced before the end of the period under review. The projects were due for completion in 2019 and 2020. The projects included:

- The Future Africa Campus built with own funds (2014, R403 million)
- The Javett-UP Art Centre (2012, R354 million) partially sponsored by the Javett Foundation
- The Engineering 4.0 facility on the Hillcrest Campus (2017, R246 million) co-funded by SANRAL
- Refurbishment and extension of the AE du Toit lecture venues on the Hatfield Campus (2017, R62 million) from own funds.

Two major projects required bulk infrastructure upgrades prior to their construction — Future Africa and Engineering 4.0, both located on the Hillcrest Campus Experimental Farm. An amount of R30 million was made available in 2016 to enable the development of Future Africa. Similarly, the construction of the Engineering 4.0 facility required bulk infrastructure upgrades to the value of R21 million. The funding was made available in 2018. While both these projects commenced during the review period, Future Africa was officially launched in March 2019 and Engineering 4.0 in November 2020.

Acquisition of properties

During the period under review, many property transactions were concluded by the Department on behalf of the University. The following were major transactions:



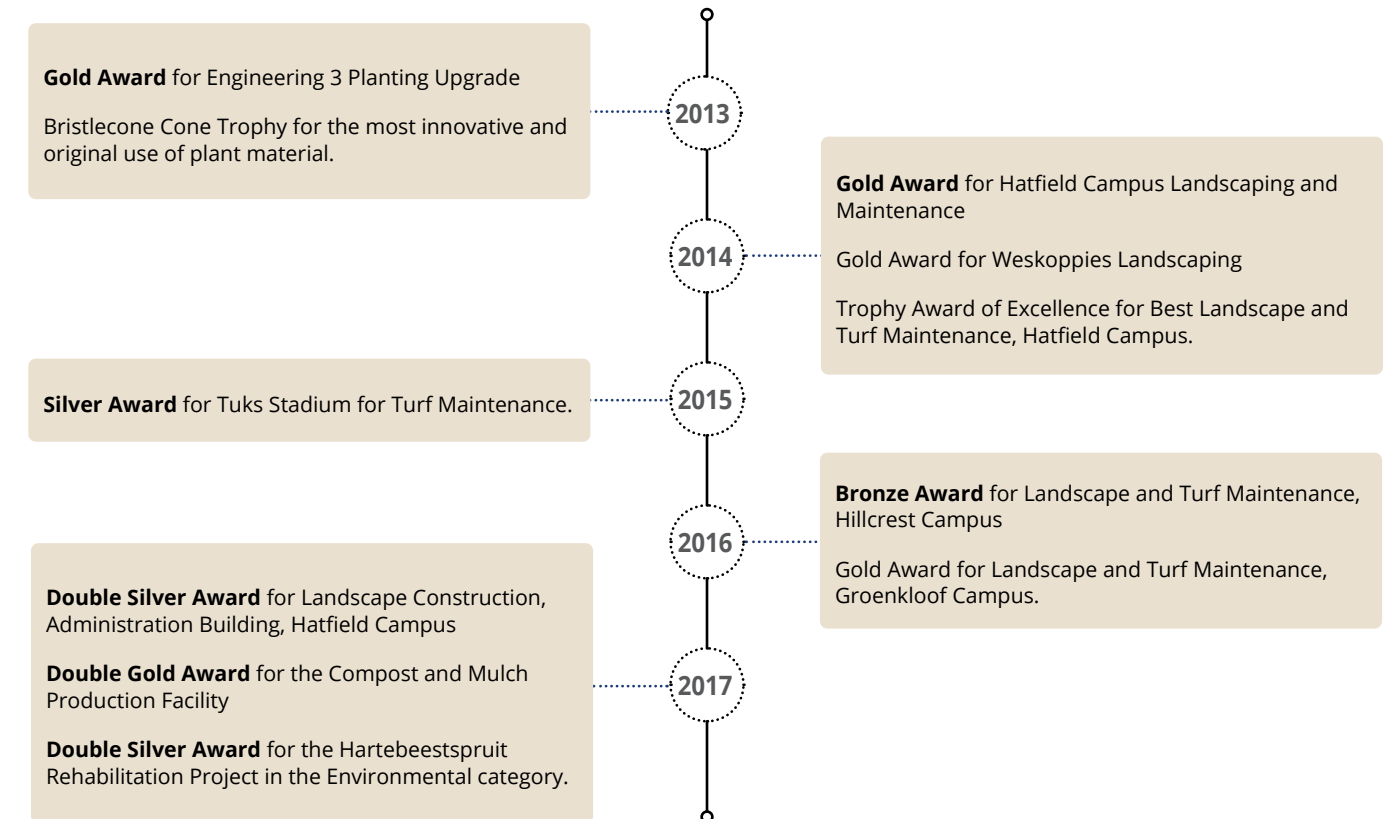
- The transfer of the Groenkloof Campus to the University of Pretoria was in process throughout the period under review. By the end of 2018, it had not yet materialised and was only concluded in 2019.
- Negotiations with the City of Tshwane Metropolitan Municipality for the exchange of the Hammanskraal Campus for a property in Hatfield adjacent to the Hillcrest Campus commenced in the late 2000s. The land-swap agreement was signed by the Vice-Chancellor and Principal and the Executive Mayor in 2014. The transfer finally took place in 2018.
- The Nedhill Building in Jan Shoba Street was acquired by the University in 2011 for R60 million. The refurbishment amounted to R12 million whereafter, Enterprises UP became the tenant in the building. It was subsequently renamed the Enterprises Building.

Awards

The University of Pretoria is well-known for its pristine campuses. The Division of Campus Services received numerous awards from the South African Landscaping Institute (SALI) during the period under review:

The Hartebeestspruit Rehabilitation Project also won an international certification known as the Ecocert for the category, Biodiversity Area. At the time of the award, it made UP the first university in the world to have part of its grounds named an Ecocert Biodiversity Area.

At the Higher Education Facilities Management Association (HEFMA) conference in 2017, the University received yet another award: the HEFMA Sustainability Award for the compost yard, in recognition of the initiative to turn green waste into organic food. Similarly, at the 2018 HEFMA conference, the University received an award for sustainable renewable energy initiatives.



6 | Finance

During the period under review, the University of Pretoria's Department of Finance provided financial management, enterprise planning, and stewardship in support of the education, research, and the strategic goals of the University.

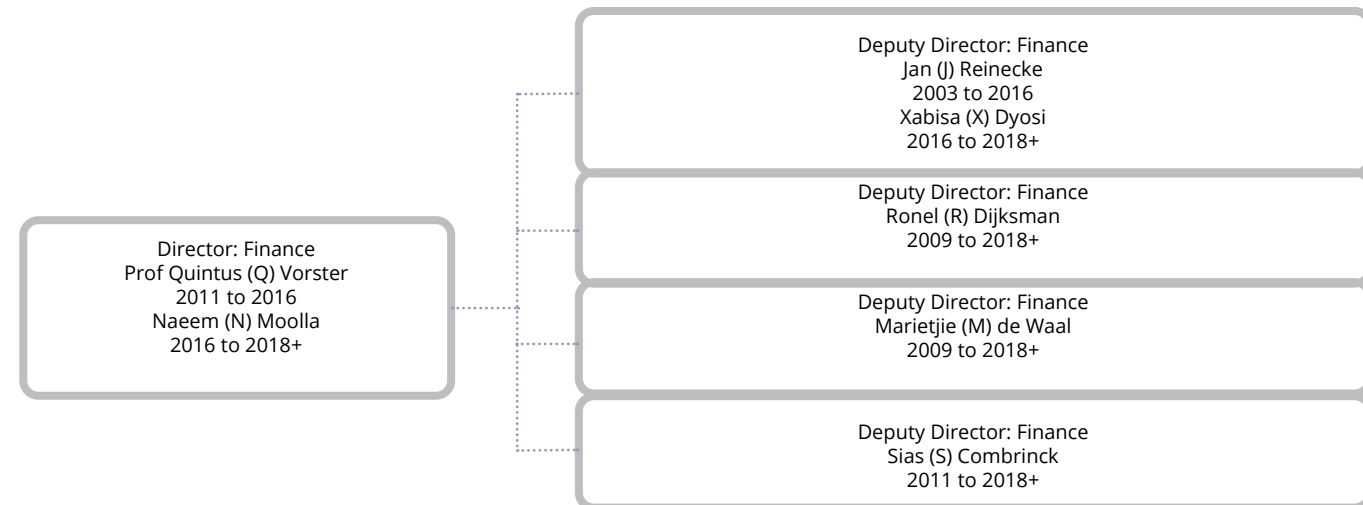
The Department remained responsible for financial planning and the management of its investment portfolios.

The Department also provided professional support to a variety of clients, including the parent and student community (served by the divisions of Student Accounts, Student Finance, and Residence Finance); the staff complement (served by the divisions of Salaries, Assets and Insurance Management, Investment Management, Budget Planning, and Procurement); and academic support service departments (served by the divisions of Budget Control and Creditors Administration); as well as the general business community (served by Creditors Administration and the Procurement Division).

In terms of the University's Management Model approved by Council in 2008, professional service departments had to develop and maintain a five-year strategic plan based on the University's institutional strategic plan, supported by other institutional plans. The Department of Finance's plan formed

the basis of an annual professional service plan, which set out the objectives and plans for a particular financial year. Three important elements of the annual professional service plan were service level agreements or offerings, specific goals for the year, as well as the strategic direction of the Department. Collectively, these specified the outputs of the Department planned for a particular year.

The Department of Finance was involved in ensuring the University's financial sustainability, challenged by events beyond the control of the University such as the #FeesMustFall campaign during the period 2015 to 2017, and insufficient increases in state subsidies. During 2015, the University was under severe pressure to insource previously outsourced services including security, maintenance, gardening and landscaping, and food services. The University took the decision to insource these services from 2016 and align remuneration and benefits over a three-year period, ending 2018.



Structure of the Department of Finance from 2009 to 2018

Prof Quintus Vorster, Director Finance, 2011–2016 | Naeem Moolla, Director Finance, 2016–



Structure and functioning

Throughout the period under review, the Executive Director: Finance, Prof Carolina (C) Koornhof, had the executive line management responsibility of the Department under her portfolio. Due to the impending retirement of Prof Quintus (Q) Vorster as Director in 2016, the University appointed Naeem (N) Moolla as Director Designate in 2016 to take over from Prof Vorster, thereby facilitating a smooth transition.

As illustrated in the figure (left), operational functioning of the Department was the responsibility of the Director, Naeem Moolla from 2016. He was supported by four deputy directors with different areas of oversight:

- Deputy Director: Finance, responsible for Student Accounts, Investment Management, Student Finance, and Salaries — Ronel (R) Dijkman
- Deputy Director: Finance, responsible for Budget Control, Payroll Planning, and Financial Systems — Marietjie (M) de Waal

- Deputy Director: Finance, responsible for Creditors, Asset Management, Insurance Management, Management Information, and Reporting — Sias (S) Combrinck
- Deputy Director: Finance, responsible for Debtors, External Funds, Procurement, and Residence Finance — Xabisa (X) Dyosi.

Jan (J) Reinecke, who was Deputy Director: Finance, responsible for Salaries, Asset Management, Creditors, and Insurance Management, retired on 31 January 2016. In light of working smarter by using technology and critically analysing current processes to identify inefficiencies, the position was not subsequently filled, and his areas of responsibility were allocated between the four deputy directors as named above.

At the end of the period under review, the Department was supported by twelve divisional heads: Ayanda (A) Simelane, Student Accounts; Herman (H) Botha, Investment Management; Marie (M) Oosthuizen, Student Finance; Cheizette (C) Lekota, Salaries; Adele (A) Truscott and Riaaz (R) Dockrat, Budget Control; Irum (I) Ebrahim, Creditors Administration; Marius (M) le Roux, Insurance Management; Christo (C) van den Heever, Asset Management; Joyce (J)

Auwah, Debtors; Ansuya (A) Govender and Phethedi (P) Molekoa, External Funds; and Paul (P) Asrie, Procurement.

Financial systems

The PeopleSoft™ implementation project, which formally commenced in April 2008, had, by the end of 2009, deployed a subset of financial modules such as the general ledger, eProcurement, purchasing and accounts payable, billing and accounts receivable, and asset management. This included a substantial data conversion of assets as well as all general ledger transactions since 2008. Significant progress was made in the review period, with the following modules deployed:

- Inventory management
- Travel and expense claim management
- Project and programme management
- Management of research and other third-stream income contracts
- Maintenance management.

Investment management

During the period under review, the day-to-day management of the University's investment portfolio was under the care of Herman (H) Botha.

The University's investments were overseen by the Investment Committee of Council, a body that considered investment portfolios and made investment decisions.

A multi-manager approach to the management of investments was followed to limit investment risk. In order to achieve optimal diversification of the investment risk, the portfolio managers invested a portion of the available funds abroad. The Committee did sterling work, and the market value of investments, including cash, grew from R4,543b in 2009 to R11,157b in 2018 (245% growth), while reserves grew from R6,139b in 2009 to R14,514b in 2018 (236%).

The University completed the following major infrastructure projects during the period 2009–2018:

- Engineering 3 — total cost of R256m of which UP contributed R86m. The remaining R170m was funded by the DHET.
- Future Africa — total cost of R403m funded by UP.

- Cricket SA Centre of Excellence — total cost of R25m, completely funded by Cricket SA.

It is important to note that the University annually transferred amounts from income to an investment reserve fund in order to protect its capital in the unlikely event that the market value of its investments should fall below cost. On 31 December 2018, the investment reserve fund amounted to R1,038 billion.

Operating income

The University derived its income from a number of sources between 2009 and 2018. These included government subsidies, tuition fees, and third-stream income. The latter covered a multitude of sources, and included income from investments, donations and grants, contract research and consulting, continuing education, and the rental of facilities. The University established a comprehensive and successful structure of campus companies, which also contributed to its income.

During the period under review, UP's consolidated income increased from R3,796b in 2009 to R7,044b in 2018, an increase of 185%. The state subsidy increased from R1,256b in 2009 to R2,489b in 2018.

In addition to the funding that flowed to institutions of higher education through the funding framework (the block grant) during the reporting cycle, the Minister of Higher Education and Training also made a significant amount of funding available to institutions on an ad hoc basis, from which the University benefitted significantly.

During the period under review, the subsidy stabilisation fund had been used to counteract the negative implications of declines in subsidy. By 31 December 2018, the fund amounted to R297,3m.

The turnover of the campus entities was R383m in 2018.

Tuition fees and related matters

The provision and maintenance of resources required for high-quality teaching and research is a challenging task, which inevitably exerts pressure on existing human and physical resources with far-reaching financial implications. The following trends that characterised the period 2009 to 2018 confirm this pressure:

- A significant change in the profile of the student community
- The demand for fee-free higher education in South Africa
- Limited increases in tuition fees (no increase in 2016 and lower than CPI increases subsequently)
- The number of contact students increased from 41 751 in 2009 to 49 730 in 2018.

Tuition and accommodation fee income made up 35% of the total income in 2018 (in 2009, 31%).

Since the 2016 presidential announcement on no fee increases, there has been an annual system-wide compact on tuition fee increases in the university sector. In 2017 and 2018, tuition fee increases were capped at 8%. It should be noted that the Department of Finance aligned tuition and accommodation fee increases to the compact set by the DHET. The average percentage increase in student fees over the period 2009 to 2018 is illustrated in Table 5.1.

The affordability of study plays a critical role in students' access to tertiary education. In 2018, the average annual university undergraduate tuition fee amounted to R44,400 and the average annual accommodation fee (including provision of meals taken in a residence dining hall) amounted to R58,900 bringing the total cost to R103,300 for fees and boarding in residences. This amount excludes the cost of related study expenses such as travel, textbooks and study material.

Throughout the period under review, the Department of Finance at UP had been successful in limiting the percentage of outstanding student fees for registered students at the end of each academic year to an average of 12% of the fees levied.

Major factors contributing to the University's ability to do so were an increase in the financial aid provided to students by the University, the state's contribution in the form of the National Student Financial Aid Scheme (NSFAS) support, and the contribution of donors, government departments, and the private sector.

Financial aid

The University supported a large number of students through scholarships and loans. A comparison of the scholarship and loan awards issued in 2009 and 2018 indicates the expansion of this support. This is illustrated in Tables 5.2 and 5.3.

In 2018, the University provided financial aid to students to the amount of over R1,329b, representing 33 549 awards. This is an overall increase of 13% in comparison to the financial aid provided in the previous year, which amounted to almost R1,169b. Of these awards, 20% were made to white students and 80% to black students (undergraduate and postgraduate).

The University was strongly focused on promoting research-driven postgraduate studies. The University's allocation of almost R22,6m for postgraduate scholarships in 2009, reflects a 77% increase in comparison to just over R40,2m for 2018.

Financial aid covered 56% of the total tuition and accommodation fees in 2018, compared to 54% in 2017.

Strategic funds

Severe pressure on the main sources of the University's income (government subsidy and tuition fees) compelled UP to establish, in addition to the Principal's Fund, Centenary Endowment Fund and Diversity Fund, a Human Capital Development Fund with an initial contribution of R385m. This Fund was used to appoint highly rated academics, thereby enhancing the University's research standing.

In addition to this R385m, the University supplemented the Centenary Endowment Fund with R120m, the returns (80%) on which were used to fund strategic initiatives.

The total of R505m was financed by the Investment Reserve Fund (R230m) and surpluses on the Medical Fund (R200m), and the Interest Equalisation Fund (R75m).

Financial planning

Throughout the period under review, the Department of Finance was successful in the execution of its strategic plan, and the University's operating expenditure was maintained within the boundaries of the approved budget. Unqualified audit reports were received, and small surpluses were generated, which were mainly reserved for capital replacements, deferred maintenance, and to finance part of the University's employment equity initiatives.

By the end of the period under review, the Department had a sufficient number of well-qualified and experienced academic staff and the necessary financial systems to manage an enterprise of this magnitude.

Table 5.1. Percentage increase in student fees between 2009 and 2018

YEAR	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
% increase	9.0%	8,5%	8,0%	9,5%	9,0%	9,5%	9,5%	0%	8%	8%

Table 5.2. Scholarship and loan awards for 2009

	UNDERGRADUATE		POSTGRADUATE		GRAND TOTAL		
	white	black*	white	black*	white	black*	total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total	105 267	258 734	50 611	98 846	155 878	357 580	513 458
Racial composition	29%	71%	34%	66%	30%	70%	100%

Table 5.3. Scholarship and loan awards for 2018

	UNDERGRADUATE		POSTGRADUATE		GRAND TOTAL		
	white	black*	white	black*	white	black*	total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Total	178 381	865 876	85 373	199 677	263 754	1 065 552	1 329 306
Racial composition	17%	83%	30%	70%	20%	80%	100%

* 'black' includes African, Indian and coloured students.



7 | Human Resources

During the period under review, the Department of Human Resources (HR) continued to strengthen its support of the University's strategic goals and core functions. At the start of the period, HR's strategic drivers were underpinned by a set of strategic objectives for its three-year strategic plan, 2008 to 2011:

- Objective 1. Improved enablement for attracting and retaining an excellent workforce that is diverse and increasingly representative of the economically active population at all levels.
- Objective 2. Drive the development of a superior workforce, at all levels, through transformation initiatives.
- Objective 3. Deliver flexible HR services of high quality to clients.
- Objective 4. Aligned and compliant HR operations in achieving sustainable goals and aims in support of the UP Strategic Plan.

A measurable set of process improvements, having commenced in 2008 during the previous review period, were designed to improve the efficiency, accuracy, and risk minimisation of the above objectives. From 2009 to 2018, these would find expression in the following themes:

- Repositioning and restructuring of the HR Department
- Optimising HR information systems
- Focusing on talent management strategies
- Implementing the institutional transformation journey
- Managing the requirements related to insourcing.

In 2009, and again in 2017, the HR Department went through a repositioning and restructuring exercise to align and optimise its support services.

Structure and leadership

There were several leadership changes during the period under review. Prof Annél (A) van Aswegen was HR Director from 2004 to 2013, when she was seconded to the Office of the Vice-Chancellor and Principal. Prof Karel (KJ) Stanz acted in this leadership capacity until the appointment of Reena (R) Budree in April 2014. She remained in this position until March 2016. Allen (A) Pasco was appointed as Acting Director until the appointment of Sovashni (S) Hefele in August 2018.

Between 2009 and 2015, the departmental structure comprised a director, two administrative assistants, four deputy directors and two assistant directors. The functions were grouped into the following portfolios:

- **Organisational Development** — Francois (LF) Vorster, Deputy Director (January 2004 to March 2015)
- **Human Resource Planning** — Cello (CI) Gardner, Deputy Director (December 2007 to February 2014)
- **Employment Equity** — Christine (CA) Williams, Assistant Director (April 2003 to March 2010); Ronnie (R) Nemaston, Specialist (December 2010 to December 2018)
- **Human Resource Information Management** — Paul (PD) Krige, Deputy Director (September 2007 to February 2014)
- **Employee Relations** — Moses (MM) Lekgela, Assistant Director (2009 to August 2014); Bongani (BM) Hlophe (June to September 2015)
- **HR Services** — Dr Karin (K) Franzsen, Deputy Director (April 2009 to June 2013).

The foundations laid during this period addressed a number of structural and capacity issues. By 2016, the new structure and operating model developed focused on decentralised support to faculties, effective work distribution, team-based approaches to service delivery, and greater accountability. The result was a reconfiguration, in 2017, of the divisions into the following:

The HR Director was supported by five deputy directors, with a new deputy director position created for the division of Remuneration, Benefits and Organisational Design.

The revised structure remained in place until December 2018.

Prof Annél van Aswegen, Director Human Resources, 2004–2013



Partnerships and Services — Francois Vorster (April 2015 to January 2019)

Remuneration, Benefits and Organisational Design — Vadhashnee (V) Kisten (January 2016+)

Strategic Portfolios — Cello Gardner (December 2007 to February 2014); Brinton (BM) Spies (January 2015 to July 2016); Dr Louw (LS) Botha (January 2018+)

HR Systems and Quality Enhancement — Paul Krige (March 2014 to September 2016)

Employment Relations and Wellness — Makgabo (MP) Sekobelo (January 2016+)

Automation

Following the installation of the new PeopleSoft™ HR system in November 2009, the period that followed, focused on improving productivity and, at the same time, aligning HR processes with institutional policies and creating consistent operations across different functions, faculties and departments.

The implementation of the PeopleSoft™ e-recruitment module in 2010 resulted in an improved and simplified recruitment process and enabled the building of an integrated database of potential applicants from designated groups. At the same time, online onboarding as well as online terminations were enabled. More automation was achieved through the enhancement and extension of the employee and manager self-service functions, and by adding more functionalities, including changes to bank details, beneficiary details, and viewing rights of individual salary package information. On the management side, additional dashboards were implemented to give managers access to remuneration-related information.

Although automation was successfully achieved at a number of levels, remaining obstacles included aspects of the operating context, multiple layers of decision-making, and people's resistance to change. A departmental risk committee was established to monitor, review, and report on the risks affecting the HR Department and the HR strategic plan.

Achievement highlights

There were several notable achievements during this period, including the following:

- In 2010, a salary benchmarking exercise by an external consultant was completed based on market surveys related to scarcity payments to scarce career groups, and recommendations made to review the then remuneration framework and policy in 2011.
- The exit management process was reviewed, and a redesigned exit interview process was implemented in 2012.
- An institutional project aimed at refining the Performance Management and Personal Development Management systems was undertaken by an external consultant in 2011, with recommendations implemented in 2012.

- Initiatives during 2017 and 2018 to redesign the orientation and onboarding processes required training and induction from all HR portfolios.
- A review of remuneration policy, procedures and market aligned salary scales in 2018 resulted in a new approved policy at the end of 2018 that was scheduled for implementation in January 2019.
- Also in 2018, the newly appointed Healthcare and Medical Aid Administrators, Alexander Forbes, provided the Executive with an in-depth market review of medical aid schemes. In addition to the BestMed medical scheme, the University launched a more affordable option, Umvuzo Health, in the latter part of 2018.

Revision of the major HR policies and procedures to align with the new structures, processes, and system and to meet institutional needs progressed to the point, by the end of 2018, of undertaking the required consultation or negotiations (where conditions of service are affected) with recognised unions.

Talent management strategies

Leadership development for staff continued to be a priority, with the following leadership development initiatives prioritised:

- The UP Leadership Programme presented at the Gordon Institute of Business Science (GIBS) and follow-up courses
- The Higher Education Leadership and Management (HELM) programme for senior members of staff, a university-wide programme of Universities South Africa (USAf)
- The executive leadership programme of Higher Education Resource Services — South Africa (HERS-SA) for senior female staff
- The UP Management Development Programme.

From 2012, several strategic initiatives were prioritised to support the human capital development project in critical areas. Funding from the University's Centenary Endowment Fund was allocated specifically to drive and implement strategic human capital development initiatives:

- The Vice-Chancellor's Postdoctoral Fellowship bursaries.
- The Academic Development Grant Programme aimed at supporting permanent UP academic staff registered for

doctoral studies or master's degrees to complete their theses or degree studies.

- The Humanities research capacity project, funded by the Andrew W Mellon Foundation, to support early career academics and postgraduate (particularly doctoral) students.
- The DHET's Research Development Grant for substitution for academic staff members, allowing them to work towards completing their PhD qualifications.
- The South African Executive Leadership Programme in Health (SAELPH), led by UP's Faculty of Health Sciences in partnership with the national Department of Health, to enhance current health management capacity at the executive leadership level.
- Recurring budget provision was made for various initiatives managed by the HR Department, which included attracting and retaining staff, especially in scarce skills areas, and rewarding exceptional academic achievers and NRF-rated researchers.

Employment Equity (EE)

An Action Plan to accelerate the pace of achieving staff diversity and EE goals and targets was implemented from the beginning of 2010.

The establishment of a Human Capital Development Fund enabled, inter alia, initiatives for accelerating employment equity, including the strategic appointment and placement of qualifying candidates to enhance UP's academic equity profile by:

- Implementing an 'order of preference' for candidates from designated groups for all new appointments, and vacant posts earmarked and advertised exclusively for filling by black candidates in faculties, departments or divisions
- Arranging preferential interviews for identified black candidates
- Making strategic appointments in posts created to achieve employment equity
- Monitoring of new appointments by the then Executive Director: Human Capital and Transformation.

Several initiatives were implemented to equip UP leaders and managers to manage transformation, covering all levels of leadership and management.

There were a number of additional measures to enhance UP's diversity profile. The DHET's New Generation of Academics Programme (nGAP), aimed at developing the next generation of academic scholars, was implemented from 2015 onwards. UP matched the funding made available by the DHET and, by 2018, 13 appointments had been made.

A Mentorship for Black Women Academics Programme, funded by the National Research Foundation (NRF), was implemented by UP's Department of Research and Innovation (DRI). Twenty-two black female academics participated in the programme in the first year, and 11 mentors were identified in the first phase of implementation. Mentees were paired with experienced academics who work in similar disciplinary fields to ensure the best possible mentorship and guidance.

The insourcing process

In January 2016, following an unprotected strike, the UP Executive, contracted workers (who provided outsourced services), student groupings and labour representatives,



Patience Mushungwa, Executive Director: Human Capital and Transformation

reached an agreement for the insourcing of contract workers who provided services for the University in the departments of Campus Services, Security Services, Maintenance Services, and Food Services.

This process changed the University's collective labour landscape. In addition to the existing labour unions recognised by the University (University of Pretoria Workers' Organisation (UPWO), the National Education, Health and Allied Workers' Union (NEHAWU) and Solidarity, the Academic and Professional Staff Association of the Universities of South Africa (APSA) was granted the right to organise and operate at the University of Pretoria. The insourcing process took place over a two-year period, from 2016 to 2018.

The process involved the onboarding of the insourced staff members via orientation and induction processes and the realignment of the organisational structures. The latter applied to the Division of Food Services in the Department of Residence Affairs and Accommodation, and to the departments of Security Services and Facilities Management. Line managers worked with HR on the implementation and onboarding processes and assisted in the formulation of job descriptions.

In 2017, the University of Pretoria Bargaining Forum (UPBF) was created as a formal platform for engagement between the University and organised labour. A constitution was adopted and the Forum was formally constituted.

Harmonising the conditions of insourced staff was guided by a legally binding agreement. The joint Harmonisation Forum (JHF) and the Joint Harmonisation Task Team (JHTT), which includes labour union representation, were constituted to support the UPBF in finalising the harmonisation process. As per an agreement with labour, the University implemented adjustments to the midpoint of the revised salary scales for eligible staff, as benchmarked in the comparative study commissioned by the University.

8 | Information Technology Services

The University's commitment to sustainability permeates all aspects of institutional life and naturally extends to its information and communication technologies (ICTs). It is the University's aim to ensure that its ICT systems are abreast of international developments, to address the needs related to the Fourth Industrial Revolution (4IR) and beyond, as well as to deploy ICT as a strategic resource for the University's scientific work, its management of knowledge, in interacting with students and staff, and for the efficient administration of the University.

Structure and functioning

Coinciding with the first five-year plan of the University's long-term strategy, UP 2025, 2012 saw a restructuring of the Information Technology Services (ITS) Department.

In May 2016, the University appointed the new IT Director, Xolani (X) Hadebe. The incumbent IT Director at the time, Dr Jakkie (JA) Pretorius, was tasked at the executive level, after a brief handover period, to look after business continuity before retiring at the end of 2017.

IT systems, architecture, infrastructure

Systems Renewal Project, continued

In order to support the objectives, set out in UP 2025, and the first five-year plan, ITS needed to increase its capabilities for scaled usage as a result of increased student numbers amidst UP's ongoing and expected growth. ITS also needed to be available as a key support service, competent in its capacities to support the University's core functions. For staff and students alike, ITS aimed to create a favourable user experience by industry standard in reliability and efficiency.

By the end of 2009, UP's Systems Renewal Project had already delivered its first set of IT systems and capabilities, as envisaged by the institution's renewal strategy. This strategy originally envisaged:

- Replacing the University's legacy financial, human resources, student, and customer relationship management systems with purchased applications, through a phased approach
- Installation of a modern suite of data and systems integration tools

- New access/identity management technologies
- New portal and website tools
- New functionality supporting both document management and imaging
- New business intelligence management tools.

In the period between 2014 and 2018, a host of enhancements and new complementary systems were deployed. These included:

- Researcher ORCID integration and South African Identity Federation (SAFIRE)
- NSFAS allocation to students
- HR onboarding of all categories of staff
- Redesign (in 2017) of the look and feel of the UP Portal
- Credit card payment system expanded to include other business units e.g., TuksSport.

Building projects with a plan

In a pioneering step for public South African universities, the architecture function was established during the restructuring process in 2012. The Director looked after business architecture, while information architecture was addressed in a part-time capacity, and a person was appointed to drive the technology architecture. A governance structure was put in place that comprised of the Enterprise Architecture Review Board (EARB), the Enterprise Architecture Forum and a set of architecture principles. Technology investigations were structured. A practice of annual reviews of technology roadmaps for all technologies used, was followed. The discipline of applying a 'project start' architecture for every IT project was introduced and matured.

Dr Jakkie Pretorius, ITS Director 2001–2016 | Xolani Hadebe, Director 2016–



Migrating to the cloud

The University completed the migration of over 27 000 active staff and student email accounts from a local, hosted environment to the Google Cloud solution platform shaped by the Google Higher Education initiative. This move to a respectable cloud service provider allowed the University to reap the rewards and benefits of the Google Workspace for Education initiative with an array of cloud-based services available to UP for future development and configuration purposes. This project was delivered within scope, budget and on-time in 2018.

Knowledge management

Protecting research capital

During the review period, ITS continued promoting research activities while maintaining a secure environment using a balanced approach to cyber security. The University maintained a multidisciplinary team that actively reviewed UP's threat landscape, responded to cyber security events, and promoted security awareness among staff and students, while being as unintrusive or restrictive as possible in daily activities.

Increasing access to Wi-Fi

An increasing number of students were making use of their personal computing devices to complete academic work or access the internet and other UP systems through the Wi-Fi network, including the eduroam global Wi-Fi network. The expansion in use of personal devices further led to the establishment of a dedicated student laptop support service in 2015, servicing more than 25 000 students by 2018.

The University of Pretoria appointed a service provider to provide multifunction devices (MFDs), empowering students on all campuses with advanced functions to print, copy and scan documents. This also involved a single-solution print billing system to replace the previous Phonet and P-counter billing systems. This combined multifunction printing and management system for UP students — called TuksPrint — allowed students to upload documents from any device and release their printout at a printing station of their choice.



Teaching and learning

In the same period, ITS underpinned the University's commitment to assuring high-quality teaching and learning experiences to its staff and students by using a combination of enterprise-grade server and network technologies and carrier-grade security technologies. Staff and students on campus were supported by high-availability server and network infrastructure and their traffic was secured by next generation firewalls. Remote access was facilitated by secure Virtual Private Network (VPN) access. ITS maintained high levels of visibility in the network traffic traversing its systems to further secure all user experiences.

Supporting UP's academic mission

The Unit for Academic IT (UAIT) was established within ITS in 2014. The formation of this unit marked a distinct shift in focus towards providing quality IT services to support the University's academic enterprise, namely research, teaching and learning, and student computing.

The UAIT was instrumental in the establishment of the High-Performance Computing (HPC) Steering Committee in 2017, which aims to coordinate and govern HPC activities at UP. On the Research Data Management (RDM) front, the UAIT became a key stakeholder and led the successful implementation of the open access repository during 2018.

ITS, through the UAIT, continued the drive to optimise the use of technology in lecture venues and student computer laboratories in order to improve the teaching and learning experience. Audio-visual support in approximately 400 lecture venues became a critical service offering and was provided by a dedicated team within ITS. Student Computing Services maintained around 7 000 computers in student computer laboratories and within libraries spread over all campuses.

During the period under review, additional student computing facilities were built on the Hatfield, Groenkloof, Onderstepoort, Mamelodi and Prinshof campuses. By 2018, each campus hosted a dedicated computer-based testing facility.

Of particular importance was the Mining Industry Study Centre completed in 2013, which incorporated a range of state-of-the-art technologies to support teaching and learning in the School of Engineering.

Student Computing Services was incorporated into the newly formed UAIT to improve the ITS support to teaching and learning across the University. At the end of the review period, over 2 million visits were recorded at the computer facilities each year and the ITS personnel were proud to have provided more than 800 students with the opportunity to gain practical work experience and work readiness for employment upon completion of their studies.

ITS introduced an online platform, called 'Votenet eBallot', to manage and administer SRC elections, allowing students to cast their vote using their mobile devices or personal computers. It was introduced in 2017 and ran successfully well beyond the period under review.

ITS introduced an end-to-end management solution in 2018 called Endpoint, for managing UP Technology assets used by staff on the UP corporate network which was running Microsoft Windows. The system allowed ITS to take both a hardware and software inventory, and to manage deployment and security of Windows devices.

Looking towards the future and aiming to maintain high availability, ITS planned a hardware refresh programme as well as the expansion of data centre services to include a secondary data centre and disaster recovery site on the Hillcrest and Groenkloof campuses.

9 | Institutional Planning

Established in July 2013, the Department of Institutional Planning (DIP) brought together erstwhile stand-alone units, namely the Bureau for Institutional Research and Planning (BIRAP), the Market Research Unit (MRU), the Unit for Academic Planning (UAP) and the Quality Unit (QU). Under the leadership of Dr Gerald (GW) Ouma, appointed as Director: Institutional Planning in 2013, the Department expanded its scope of work to include strategic and operational interventions and, importantly, to build a robust data-driven system to inform strategic and evidence-based planning and decision-making at the University of Pretoria.

The specific roles of the Department were:

- Strategic planning
- Enrolment planning
- Provision and analysis of data for effective decision-making
- Monitoring and evaluation
- Institutional research, including surveys
- Rankings analysis and submissions
- Academic planning
- Coordination of the University's Programme Qualification Mix (PQM)
- Managing quality reviews and accreditation visits, and
- Coordination of risk management.

During this period, the scope of the Department's functions expanded considerably. In 2014, risk management was assigned to the Department, and in 2018, the University's rankings strategy became an additional responsibility, given the increasing focus on world ranking systems nationally and indeed globally. In the same year, the functions of the erstwhile Strategy Execution Office were transferred to DIP.

Prior to 2013, BIRAP, MRU and UAP reported to Prof Antony (AP) Melck, Executive Director: Institutional Planning, while the QPU reported to Prof Niek (N) Grové, the Registrar. Following the merger in 2013, and Prof Melck's retirement at the end of 2013, the new Department of Institutional Planning reported first to Prof Tyrone (TB) Pretorius, Vice-Principal: Academic (2014), and from August 2014, to Prof Anton (A) Ströh, Executive Director: Institutional Planning.

The heads of the respective units before the merger were:

- BIRAP — Hugo (HJ) Mouton (<2009–2013)
- MRU — (C) Carlien Nell (<2009–2013)
- Unit for Academic Planning — Dr Sanette (S) Boshoff (<2009–2018+)
- Quality Unit — Christa (C) North (<2009–2012).

These leadership positions largely remained the same following the merger, except for Christa North who resigned towards the end of 2012.

Structure and change

The merger of the units that constitute DIP resulted in a divisional structure made up of three units, namely BIRAP, UAP and QU. The MRU was incorporated into BIRAP. Each unit was led by a Unit Head who reported to the Director, as captured in the organogram below.

In 2017, a number of changes were introduced to the structure of DIP, the most prominent being the creation of three divisions within BIRAP with each division led by a senior manager:

- Business Intelligence — Carolyn (C) Kriel
- Market Research — Carlien (C) Nell
- Institutional Analytics — Gerliza (GE) Vogler.

The Division of Business Intelligence is responsible for the regulatory compliance component of the student HEMIS submission and high-level summary reports on students; the UP fact book and related reports required for strategic decision-making. The Market Research Division is responsible

for all institutional surveys while the Division for Institutional Analytics is responsible for all institutional research projects, modelling, statistical analysis, planning support and managing data warehouse development and maintenance for informed and evidence-based decision-making.

In 2018, further restructuring of DIP was proposed, which mainly related to the replacement of the divisional structure with a functional process-driven team structure, the merger of UAP and QU into Academic Planning and Quality (APQ), the renaming of BIRAP to Institutional Research and Analytics (IRA), and the replacement of the position of Unit Head with that of Deputy Director. The proposal to merge UAP and QU into one functional area was informed by the need to ensure that quality management at UP is integrated and seamless, and to ensure the optimal use of the existing capacity in the two units. These restructuring (see organogram on page 459) proposals were implemented in 2019.

Key achievements

The Department achieved significant success during the period under review. Key among these were the following:

Strategic planning

A key achievement for the Department was the development of the University's long-term strategic plan, UP 2025. This plan provides the roadmap and navigational markers for guiding the University to achieving the vision and strategic goals it has set itself up to 2025 and is supported by five-year and one-year implementation plans. Whilst the Plan was developed before the establishment of DIP, BIRAP played a leading role in its development from 2010 to 2011. Subsequent to the development of UP 2025, the Department was responsible for the development of five-year and annual implementation plans in a 'nested' approach to planning adopted by UP. The



Prof Gerald Ouma, Director Institutional Planning, 2013–



annual implementation plans are derived from a review of the previous year's performance and emerging priorities.

Thus, every year, the University's planning process prioritises the activities and initiatives to be undertaken, which activities are reshaped, and which current activities are discontinued. Annual institutional plans are complemented by annual faculty plans as well as plans of professional service departments. In addition to preparing institutional plans and coordinating planning across the University, DIP also provides an assessment of the University's performance and that of faculties and departments, develops planning guidelines for faculties and professional service departments, supports the setting of performance targets for the University and faculties and departments, develops key performance indicators. In 2017, for example, DIP developed guidelines for formulating composite indicators for professional service departments.

Another key planning achievement was the development of enrolment plans, viz. the 2011–2013 enrolment plan and the 2014–2019 enrolment plan. These plans, in essence, ensured that the 'shape and size' of UP were aligned with the University's strategic goals. In addition, the enrolment plans positioned the University in a differentiated higher education landscape, ensuring that the University, inter alia, contributes to the high level (and scarce) skills needed for economic growth and development and achieves recognition for its research in addressing some of the major challenges facing South Africa, Africa and the world.



Structure of the Department of Institutional Planning, 2013 to 2018+



A new structure proposed, 2019+

Decision support

The data and analyses provided by DIP support the University's evidence-driven approach to decision-making and strategic planning. This support includes the analysis of the policy environment and trends in the university sector, and has shaped key decisions, strategies and interventions at UP relating to, inter alia:

- Annual admission and registration targets. These targets were informed by the University's enrolment plan (shape and size) and strategic goals, realisation rate analyses which show the percentage of admitted students who register and enrolment patterns across all programmes, and analysis of the National Senior Certificate (NSC) examination results. Surveys conducted by the Department have shown that students admitted for their first-choice programmes are more likely to register compared to those admitted for their third-choice programmes, for example.
- Student success initiatives, including the FLY@UP initiative which started in 2016. These initiatives were supported by throughput, cohort and graduation analyses, the identification of students at risk and modules with low pass rates, the analysis of examination results, student retention surveys, first-year students' experience, performance in undergraduate study programmes with high credit loads, among other analyses. Through graduate destination surveys, DIP provided feedback on the employment status of UP graduates, their skills and competencies and the effectiveness of the University's work readiness initiatives.
- The New University Language Policy. Analyses by DIP of the language profile (home language, preferred language of communication, etc.) of the University's students, and of undergraduate modules by language of delivery, among several other analyses, contributed to the development of the University's new language policy, which was approved in 2016. The analyses showed that, inter alia, the number of Afrikaans home language students had declined from 77.1% in 1994 to 28.8% in 2016. Similarly, the proportion of Afrikaans home language students who preferred to be taught in Afrikaans had also declined significantly — from 77.1% in 2010 to 45.3% in 2016.

A new management information system

DIP introduced a new management information system in 2016. The new system was a key driver for the

institutionalisation of a data and evidence-driven culture at the University. The new system also helped the Department to enhance the accuracy, completeness, reliability and validity of data and enabled managers at the University to access essential information efficiently and faster than before, and to be in a position to make informed decisions. In addition, the new system strengthened the Department's ability to conduct a wide range of analyses that are critical for decision support.

The configuration and functionalities of the new system align with the University's data needs. It provides, for example, tools that enable a comprehensive analysis of various stages of student academic progress, including current status and historical trends relating to student admissions, registrations and throughputs, cohort analyses, and reporting and tracking of performance against key performance indicators.

Quality assurance and enhancement

Key achievements with regard to quality assurance included the implementation of various types of external reviews, inter alia, themed reviews and cluster reviews; the establishment of the Academic Planning Committee (APC) Sub-Committee which strengthened the oversight for quality assurance at the University, and the revitalisation of processes for monitoring the implementation of improvements identified through evaluations, reviews, and accreditations.

Unlike departmental evaluations that focus on a single entity, cluster evaluations, which were introduced in 2013, involve several academic entities, either within the same faculty, an entire faculty or across faculties, including the research units, centres, institutes and bureaus within these entities. These evaluations are geared at, inter alia, encouraging greater intra-cluster collaboration on aspects such as inter-, multi- and transdisciplinary research, supervision of postgraduate students, programmes, and curriculum development.

Cluster reviews have had several positive outcomes, among them, the establishment of the School of the Arts in 2018 in the Faculty of Humanities and the merger of a number of departments in the Faculty of Natural and Agricultural Sciences (NAS). This included the merger of the departments of Consumer Science and Food Science in 2017 to form the Department of Consumer and Food Science; and the merger of the departments of Biochemistry, Genetics, Microbiology and Plant Pathology in 2018 to become the Department of Biochemistry, Genetics and Microbiology (BGM).

Alignment with the Higher Education Qualifications Sub-Framework (HEQSF)

The University's HEQSF-aligned Programme and Qualification Mix (PQM) was approved by the Minister of Higher Education and Training in 2016. Alignment with HEQSF requirements necessitated the revision of the structure of a number of programmes. This included the discontinuation or rationalisation of modules, updating the content of modules and changing the prerequisites for, as well as credits of, modules and/or programmes.

The alignment of the University's qualifications and programmes with the requirements of the HEQSF has had several positive outcomes, the most significant being the consolidation of its broad 'more than 1 000 programme-based' PQM into a focused 'less than 100 qualification-based' PQM, which is aligned with the University's UP 2025 Strategic Plan.

Academic Planning Committee

The main purpose of the Academic Planning Committee (APC), which was established in 1987, is to provide an academic forum for consideration and approval of key academic planning and development matters relating to new academic programmes or changes to existing academic programmes. The APC supports Senate in rigorously integrating academic planning and quality assurance into teaching and learning, research and community engagement.

During the period under review, APC was chaired by the Vice-Chancellor and Principal. Its membership includes all members of the Executive, Deans and the Directors of relevant professional service departments. DIP is the secretariat for APC.

Examples of issues discussed by APC include:

- Introduction of new academic programmes and changes to existing programmes
- Academic policies
- Quality reviews
- Approval of improvement plans submitted by faculties and professional service departments following external evaluations and accreditation visits

- Institutional research reports such as realisation rate analyses, examination reports, graduate destination surveys, and employer surveys
- National policies.

In 2014, the University established the Sub-Committee of APC with the mandate to:

- Coordinate and facilitate quality assurance activities at an institutional level and ensure an institutional approach to quality assurance arrangements
- Approve self-evaluation reports before submission to review panels
- Approve the external evaluation panel members
- Evaluate the outcomes of external reviews, accreditation visits by professional councils, subject reviews by the Council on Higher Education (CHE), and institutional audits, and to ensure that appropriate action is taken
- Monitor the implementation of improvement plans resulting from external evaluations and to ensure that they are reported on annually during the consideration of plans for faculties and support service departments
- Identify trends arising from the external evaluation findings and recommend action aligned with the University's Strategic Plan and Quality Policy
- Review guidelines, procedures and policies related to quality assurance activities and recommend procedural or policy changes
- Prepare the University for institutional reviews.

The Sub-Committee plays a crucial role in closing the loop in monitoring and reviewing the quality assurance process of programmes, units, departments and faculties. It is accountable to the APC, which is a committee of Senate, and finally, to Senate.

From 2014–2018, the Sub-Committee was chaired by the Vice-Principal: Institutional Planning and its membership included the Vice-Principal: Academic, one Dean as a standing member, the Dean of the Faculty under review and the Director: Institutional Planning. DIP serves as the secretariat of the Sub-Committee.

10 | Internal Audit

The Department of Internal Audit is an independent service within the University that reports to the Audit, IT and Risk Management Committee of Council, a governance structure appointed in terms of the Higher Education Act, 1997 (Act No. 101 of 1997) and the Statute of the University of Pretoria.

Structure and functioning

The Department was restructured in January 2015, following the retirement of the previous Director, Prof Maynard (M) van der Merwe, in December 2014. The name of the Department was then changed to the Unit for Internal Audit and was led by Olga (O) Granova-Mooi, Head: Internal Audit.

The Unit retained its functional reporting to the Audit, IT and Risk Management Committee of Council, while the administrative reporting line changed to the Registrar, Prof Niek (N) Grové and Prof Caroline (CMA) Nicholson after him. The Risk Management portfolio was reassigned to the Department of Institutional Planning to allow for the independence of Internal Audit.

At the end of the period under review, Internal Audit and Compliance Services employed six permanent staff members:

- Head, Olga Granova-Mooi
- Senior Management Assistant, Dalene (D) van Dalen
- Internal Audit Managers, Carin (C) Erasmus and Maggie (M) Moleko
- Junior Internal Auditors, Nonhlanhla (N) Zulu and Mlungisi (M) Lukhele.

Focus and strategy

Internal auditing is designed to add value and to improve the governance processes of the University and its entities.

The Department consists of a highly qualified team of multidisciplinary professionals, embodying the professional values and competencies of the represented professional bodies, namely the Institute of Internal Auditors (IIA), the Association of Certified Fraud Examiners (ACFE), the Ethics Institute (TEI), the Institute of Directors (IoD), and the South African Institute of Chartered Accountants (SAICA).

During the period under review, the Unit provided comprehensive internal audits, forensic investigations, and advisory services for a wide range of projects.

The internal audit function is unrestricted in its scope, and by performing audit reviews and an array of advisory services, focuses on the evaluation of the strategic, operational and management processes of the University. The emphasis has always been on improving academic compliance and maintaining an ethical and efficient organisational culture.

An annual Internal Audit Plan is presented to, and approved by, the Audit, IT and Risk Committee of Council at its last meeting of each year. This plan details the internal control, compliance, performance, IT, financial, and value for money reviews planned for the next year.

In addition, the Unit also assists the University with a wide range of ad hoc audit and advisory services throughout the year.

The Unit administers the UP Fraud and Whistle-Blowing Register on behalf of the Office of the Registrar, and provides services relating to investigations of whistle-blowing complaints. On average, 40 to 50 new complaints were received and investigated on an annual basis during the period under review.

Advisory services relating to strategic processes, such as business continuity planning and workplace ethics management, also formed part of the duties of the Unit.

In addition, the Unit presented anti-fraud and ethics awareness training to faculties and professional service departments to raise awareness and assist staff members in complying with the regulations of the University and relevant legislation. It is envisaged that this training will in future, become part of the compulsory onboarding process for new staff members as well as all line managers, heads of department, and cost centre managers.

Olga Granova-Mooi, Head of Internal Audit and Compliance Services, 2014–



Partnerships

The Unit for Internal Audit provides internal audit services to the University, with the support of a co-sourced internal audit service provider. A formal tender process is followed for the appointment of the co-sourced internal audit services provider. During the period under review, the co-sourced services providers were KPMG Services Ltd and Business Innovations Group (BIG).

In addition, Internal Audit and Compliance Services has over the years also partnered with the Department of Auditing, in the Faculty of Economic and Management Sciences (EMS), to provide an in-service training internship for UP students studying towards a BCom Hons (Internal Auditing) degree. Staff have also presented guest lectures to both undergraduate and postgraduate students and have participated in panel assessments of student project presentations.



11 | Library Services

The strategic plans of the Department of Library Services (DLS), earlier known as UP Libraries, as conceptualised over the period under review, highlighted the centrality of its goal to be a leading research library in Africa. In achieving this goal, DLS would support the vision of the University and contribute to the library profession. It also challenged itself to redefine academic librarianship in support of the University's academic project.

At the start of the review period, in 2009, Library Services had successfully implemented a client-focused strategy. The implementation of the 'Investors in People' strategy was tangible proof that the leadership of DLS was serious about being a people-centred organisation — a virtue they had hoped would persist.

In 2010, DLS developed a new vision and strategic plan for the period 2011 to 2016, with multiple strategic outcomes. Library Services would endeavour to distinguish itself as a global leader in academic librarianship, which concerned itself with the enhancement of the University's research-intensive identity. By 2018, this new vision was well-established.



Robert Moropa, Director Library Services, 2009–2018



Leadership and strategy

Robert (R) Moropa served as the Director of Library Services during the period under review. Under his leadership, the enhancement of library services in support of research and research dissemination was a primary focus. He was initially supported by three and, from 2012, four deputy directors with portfolios realigned:

- Hilda (HAJ) Kriel (2004–2018), Client Services and Operations — the portfolio changed to Product Enablement and Shared Services
- Dr Heila (H) Pienaar (2004–2018), e-Information Strategy and e-Research Enablement — portfolio changed to Strategic Innovation
- Ujala (U) Satgoor (2008–2011), Marketing, Fundraising, Training and Quality Assurance.

Lindiwe (L) Soyizwapi joined DLS in 2012 to take up the position of Deputy Director: Client Services.

In the same year, and at the start of the implementation of UP 2025, the organisational structure of Library Services was adjusted to create space for the Staff Development and Resources portfolio, headed by Hilda Kriel. The Library IT Unit, combined with the e-Service Unit, formed the new Innovation and Technology Division under the leadership of Dr Heila Pienaar.

During the review period, the heads of support services were:

- Finances: Louis (L) Leonard (2001+)
- Marketing and Quality Assurance: Elsabé (E) Olivier (2013+)
- Library Technical Services: Marguerite (M) Nel (2017+).

The managers of the decentralised, faculty-specific libraries in 2018, were as follows:

- Faculty of Economic and Management Sciences: Brenda (B) Nsanzya (2016+)
- Faculty of Education: Julene (J) Vermeulen (2013+)
- Faculty of Health Sciences: Kableo (K) Kgarosi (2017+)
- Faculty of Humanities and Faculty of Theology: Anna (A) Siwela (2018+)
- Faculty of Law: Shirley (S) Gilmore (2005+)
- Mamelodi Library: Jacob (J) Mothutsi (2010+)
- Faculty of Natural and Agricultural Sciences and Faculty of Engineering, Built Environment, Information Technology: Suzy (S) Nyakale (2014+)
- Faculty of Veterinary Science: Susan (S) Marsh (2009+).

Redefining academic librarianship

DLS remained cognisant of the crucial part it had to play in the University community if it was to redefine academic librarianship in relation to the creation and dissemination of research. To play this critically important role, the Department had to enable access to essential information and resources needed by researchers. Also, through their expertise, Library Services staff could assist a growing number of public researchers gain access to UP research outputs which continue to be stored and accessible in the repositories.

In essence, the resources and services that Library Services provided were a vital aid in the research produced by the University community during the period under review.

In all its endeavours, Library Services succeeded in aligning both its strategic plans and its service delivery with UP 2025:



- The vision set out by DLS involved the recognition of UP Libraries as internationally recognised spaces that placed users, staff and research development at the core of their focus.
- The Department's second strategic plan, launched in 2016, incorporated global trends in teaching and learning, research, librarianship, and information technology.
- In the following year, Library Services repositioned itself for the 21st century and chose the *Blue Ocean* strategy and the concepts of 'agility' and 'leanness' as organising principles for the repositioning.
- By 2018, DLS's focus was on the implementation of its 21st-century strategy which set out overarching strategic initiatives that would drive transformative change within Library Services.

In order to ensure effective implementation, each strategic initiative was assigned a project leader (or driver) as well as a coach from DLS's executive team. These drivers were supported by a small team, and most of the team members were selected from among Library Services' staff members. The teams were tasked with conceptualising various creative possibilities for the implementation of their respective strategic initiatives and ensuring the development and implementation of relevant products and services in this regard.

Highlights

During the review period, there were several highlights, some of which are briefly described here as an illustration of some notable developments and achievements.

Identity

In 2012, the centenary of the Library was celebrated. Notably, *The Merensky Story 1912–2012* was published to pay tribute to Dr Hans Merensky who, in 1937, agreed to be the anchor donor for the construction of what is now the Merensky 1 Library, thus playing a crucial role in the construction and development of an integral library space. By donating a substantial amount of money at the beginning of the fundraising campaign for this project, Dr Merensky made a momentous contribution to the foundation of the success that the Library has maintained since those early days.

Improvement of facilities

A crucial part of the DLS's commitment to the improvement of its facilities involved the physical infrastructure available

to staff and students. Towards the end of 2010, construction on new facilities for the Merensky 2 Library commenced, co-funded by UP and the Carnegie Corporation of New York (CCNY). These new facilities would become the Research Commons and the Leadership Training Centre. The Research Commons in Merensky 2, became a dedicated space for master's and doctoral students. Refurbishment, which commenced in the previous year, also resulted in a much-improved Music Library and auditorium, and improved Reserved Collection and photocopy areas. The new Research Commons on the Groenkloof Campus, funded by the Department of Higher Education and Training (DHET), was inaugurated in early 2014. This greatly improved the research space for postgraduate students and researchers on the Groenkloof Campus.

Library leadership centre

In 2009, DLS received a grant of US\$1 million (R8,280 million at the time) to establish a library leadership centre for the Library Information Services (LIS) profession in South Africa. Through this grant, the Department came to be viewed as being at the forefront of LIS leadership in South Africa and on the African continent. A central goal of DLS was to become a 'go-to' institution for library managers and leaders who need to strengthen their leadership skills.

Also in 2009, in line with its self-set goal of redefining academic librarianship, DLS became a member of the Research Library Consortium (RLC), a group of South African universities highly regarded in the field of research support. The members of the RLC were Rhodes University (RU), Stellenbosch University (SU), the University of Cape Town (UCT), the University of KwaZulu-Natal (UKZN), the University of the Witwatersrand (Wits), and its newest member at the time, UP. The intention of the RLC was to strengthen the research-support knowledge and skills of librarians within South Africa. Members of the RLC were beneficiaries of a CCNY grant of US\$2,5 million, which financed Phase 2 of a project that ran from 1 August 2009 to 31 July 2012. The first phase of this project had been concluded on 31 July 2009, before the DLS joined the Consortium.

Service delivery amidst unrest

Between 2009 and 2018, the DLS conducted and participated in numerous surveys aimed at gathering data that could assist Library staff in the delivery of their services. The data collected from the surveys helped the DLS in the development of its own strategic plans, which shaped the form that Library Services took from year to year. Furthermore, the surveys often resulted in the rethinking of how DLS staff

would provide their services for intensifying and uplifting the research endeavour of UP staff and students.

The rethinking of strategy-related service delivery was most evident in 2016, when the #FeesMustFall protests caused library staff drastically to reconsider ways in which they could continue to deliver services to University staff and students alike. Because access to campuses during this time was restricted, many University services had to migrate to online spaces to make it possible for the academic year to be completed. Library Services was no different to other service or academic departments, in that the migration to a virtual service was necessitated by the sudden restricted face-to-face interaction between Library staff and students. The challenges presented to Library staff during this time highlighted the importance of e-services, ensuring that further emphasis would be placed on the delivery of DLS's e-services in the future.

E-Resources and technological innovation

The enhancement of the Library's e-resource delivery was one of the core focus areas acted upon to remain in step with rapid technological developments.

As noted earlier, 2012 saw the Library's IT Unit collaborate with the e-Service Unit to found the Innovation and Technology Division (ITD), aimed at the improvement and implementation of e-services in the Department. The infrastructure enabled by the ITD allowed for easier access to e-resources, especially during times of crisis.

In 2015, the Library launched an investigation into replacing the Innovative Millennium Integrated Library System with OCLC WorldShare Management Services (WMS). This system was seamlessly implemented in 2016.

Library Services collaborated with UP's Information Technology Services (ITS) to ensure the seamless integration of technologies that would greatly assist the UP community in the dissemination and intensification of research and information. Further, the installation of Wi-Fi nodes in the Merensky 2 Library provided much needed internet access to students and staff. These improvements culminated in an enhancement of the services delivered to the UP community and provided e-services access to students who did not have regular access to the internet at home.

Data management

In 2013, DLS launched a research data management project intended to create better organised capacity for data management at UP. This project further continued the development of data management in the Department, resulting in a reliable and robust infrastructure for data management and storage.

Commitment to Open Access

In 2009, the University became the first university in Africa to adopt an Open Access institution-wide mandate.⁴ The adoption of this mandate established UP as a university that is committed not only to the production of research, but also to unrestricted dissemination of this research via an Open Access mandate.

DLS was recognised as a leader in the area of Institutional Repositories (IR) due to its own successful repository, UPspace. In 2009, Library Services was approached by several institutions, including the International Network for the Availability of Scientific Publications (INASP), based in Oxford (UK), to provide training in IR. That Library staff were approached to provide training, highlighted the recognition achieved. Also in 2009, the Department participated in the launch of the World Digital Library project, which was initiated by the United States Library of Congress and UNESCO. This initiative aimed to make academic content available to members of the public, which included the UP academic community, at no cost.

A further illustration of the University's commitment to Open Access is the UP Law project, the *Laws of South Africa Consolidated Legislation Project*. Launched in 2013, by UP Law's Oliver R Tambo Law Library, the project aims to provide free access to national legislation so that ordinary people can readily access their legally enshrined rights. This initiative has had a direct impact on the South African public's access to and understanding of the law, thereby assisting many in ensuring that their rights are not only understood but also defended in courts of law.

Collaboration and innovation

The MakerSpace was integral in encouraging collaboration across disciplines within the UP academic community. The Department was the first on the continent to facilitate and develop a MakerSpace facility, thereby becoming a leader in

the development of 3D print technology. Conceptualised in 2014, the project has grown year-on-year since its inception.

The year 2016, saw a heightened integration of the MakerSpace in the activities of several academic departments at UP: it proved to be a space for transdisciplinary collaboration and innovation. In 2018, the MakerSpace became the vanguard through which the Library redefined academic librarianship, expanding the possibilities of different forms that services at an academic library could take. Further, the MakerSpace laid the foundation and facilitated the incorporation of artificial intelligence (AI) into the very fabric of the products and services offered to the UP community by DLS.

Staff development

The Staff Development and Resources portfolio was added to the Library's strategic plan in 2012, highlighting the commitment to developing both opportunities for its staff members and their skills. In 2013, DLS spent a considerable sum on staff development projects. One of these projects involved an agreement between UP and the University of Alberta (Canada) to enable staff exchange programmes, which were centred on the development and exchange of staff skills between these two institutions.

Assessing performance

During the period under review, the Department of Institutional Planning (DIP) assessed the performance of

Library Services, along with other professional service departments, by surveying the experiences of their respective users to determine the level of user satisfaction. The data collected from these surveys indicated that the DLS had been largely successful in the pursuit of quality service delivery to the UP community; most interestingly, DLS performed better after the #FeesMustFall student protests of 2015–2016.

In 2011, and again in 2017, Library Services was reviewed by external review panels that confirmed that the Department was client-focused, technologically developed, and a national asset. The results of these reviews proved that the DLS had been successful in the goals set out in its strategic plans.

The Department also participated in the international LibQUAL survey to determine overall user satisfaction with the Library's service delivery in 2009, 2013 and again in 2017. The results showed that UP Libraries was succeeding in its goal to provide excellent and transformative services to its users.

As demonstrated by the numerous surveys that UP libraries have conducted and participated in, the goals established in the Library's strategic plans were satisfactorily achieved. User satisfaction became a core focus for Library staff, and the Library itself succeeded in maintaining a high standard of service delivery, during the review period and beyond.

Further endeavours will continue to place research intensification and user satisfaction at the forefront of library activities.



Merensky Library Research Commons, breakaway room

⁴ An Open Access mandate is a policy adopted by a research institution (e.g., a university) that requires researchers to make their published, peer-reviewed journal and conference papers open access (e.g., freely accessible to all potential users online) by depositing their final, peer-reviewed drafts or post-prints in an open access institutional repository. <https://repository.up.ac.za>

12 | Research and Innovation

The Department of Research and Innovation (DRI) plays an important role in coordinating and facilitating a wide spectrum of programmes and services that support research and innovation, postgraduate education, and internationalisation at the University.

The Department had frequent changes in leadership during the period under review. Dhesighen (D) Naidoo led DRI from 2008 until 2012. He was followed by Dr Carol (C) Nonkwelo, who assumed the Director's role between 2012 and 2016. From 2016, until the end of the period under review, the Department was led by Dr Nthabiseng (N) Taole.

Structure and strategy

In 2017, Dr Taole facilitated a restructuring of the Department, following the incorporation of several related services housed in other departments. This led to a change in the Department's name from the Department of Research and Innovation Support (DRIS) to the Department of Research and Innovation. DRI now consisted of five divisions, each of which contributed towards the realisation of the mandate of the Department, guided by UP 2025.

During this period, DRI also focused on generating third-stream income through research commercialisation and intellectual property, and transfer of technology to industry. In 2018, the divisions comprising DRI, and the respective divisional heads were:

- Research Capacity and Development — Dr Rakeshnie (R) Ramoutar-Prieschl (2018+)
- Graduate Support Hub — Dr Aceme (A) Nyika (2017+)
- Innovation and Contract Management — Adv Lawrence (L) Baloyi (2013+)
- International Cooperation — Setsipane (S) Mokoduwe (2018+)
- Systems and Operations — Melodie (M) Wheeler (2017+).

Research capacity and development

This Division was led by Dr Patricia (P) Smit until her resignation in March 2018. Dr Rakeshnie Ramoutar-Prieschl was appointed as Head of this Division in November 2018.

The Division was restructured in 2018 into two units, to be led by managers:

- Early Career Academic Support, managed by Abe (A) Mathopa. The unit provided academic and administrative support to academic staff members and, in particular, early career academics. It also facilitated the National Research Foundation (NRF) ratings applications and awards.
- Research Grants Support, managed by Ninette (N) Kotzee. The unit focused on two primary objectives, namely to increase the number and success rate of grant applications submitted, and to increase external research funding.

The Graduate Support Hub

The Graduate Support Hub (GSH) was established within the Department in 2014, with Dr Kwezi (K) Mzilikazi as the first head.

After the 2017, the Postgraduate Bursaries and Scholarships Unit, managed by Leanne (L) van Zyl, as well as the Postdoctoral Fellowship Programme Unit and the Postgraduate Recruitment Unit, managed by Sylvester (S) Siboto, were integrated into the GSH.

Dr Aceme Nyika was appointed as head of the GSH in 2017. In order to better support postgraduate students at UP, the GSH introduced the FlyHigher@UP programme in 2018, which provided academic, administrative, and financial support to postgraduate students to improve completion rates.

(l) Dr Carol Nonkwelo, Director Research and Innovation, 2012–2016 | (r) Dhesighen Naidoo, Director Research and Innovation, 2008–2012 | (b) Dr Nthabiseng Taole, Director Research and Innovation, 2016–2018 and beyond



Table 5.4. UP intellectual property activity from 2009 to 2018

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total
New invention disclosures	9	15	6	16	21	26	10	18	17	17	155
New trademarks	1	1	0	0	1	1	2	1	0	5	12
New licences signed	1	3	2	0	0	2	1	2	2	5	18
New start-up businesses	0	0	0	1	0	0	0	2	1	0	4

Innovation and contract management

The Innovation and Contract Management Division was created from a merger of the previous Contracts and Intellectual Property Office, and the Technology Transfer Office.

The Division was led by Advocate Lawrence Baloyi, who was appointed in 2013 to unite and manage these functions. The Division was subsequently expanded to include a new Commercialisation Office.

The Division thus consisted of the following four units:

- Technology Transfer Office, managed by Refilwe (R) Ngoato
- Research Contracts Office, managed by Dr Simon (S) Thanyani
- Commercialisation Office, managed by Thabang (T) Qumza
- Industry and International (EU) Partnerships, managed by John (J) Visagie.

In terms of UP intellectual property activity, reflected in Table 5.6, the strength of the biological sciences and bioscience-related inventions dominated the patent portfolio, followed by engineering-related inventions. Between 2009 and 2018, 155 invention disclosures were made. Four new start-up businesses were founded, 12 new trademarks registered, and 18 new licences signed.

The number of patents, both local and international, increased substantially in the latter parts of the period under review. The aggregate international and South African patents filed were 86 and 93, respectively. The aggregate numbers for international and South African patents granted were 39, and 27, respectively. There was a substantial increase in focus on international patent applications from 2014 onwards. Between 2014 and 2018, 72% of all international patents over the period under review were filed, with corresponding success.

International cooperation

This Division was also the subject of restructuring in 2017 in order better to execute a mandate of fostering research partnerships with industry, government and international stakeholders in support of research and innovation. It also provided administrative support for all international degree students, as well as short-term international exchange and visiting students, with about 86% of those coming from the rest of the African continent.

During 2016 and 2017, the two offices supporting internationalisation at UP were merged into one division within DRI. The International Affairs Office and the International Students Office were joined within DRI, and the resulting division was named International Cooperation. Setsipane Mokuduwe was appointed as the head of this division in 2018. Louise (LMA) Euthimiou continued as the coordinator of International Relations and Wiida (W) le Roux continued as the manager of the International Students Office within the Division.

The University's focus on research partnerships in Africa is closely related to pursuing science that transcends disciplinary and institutional divides and advances the type of science

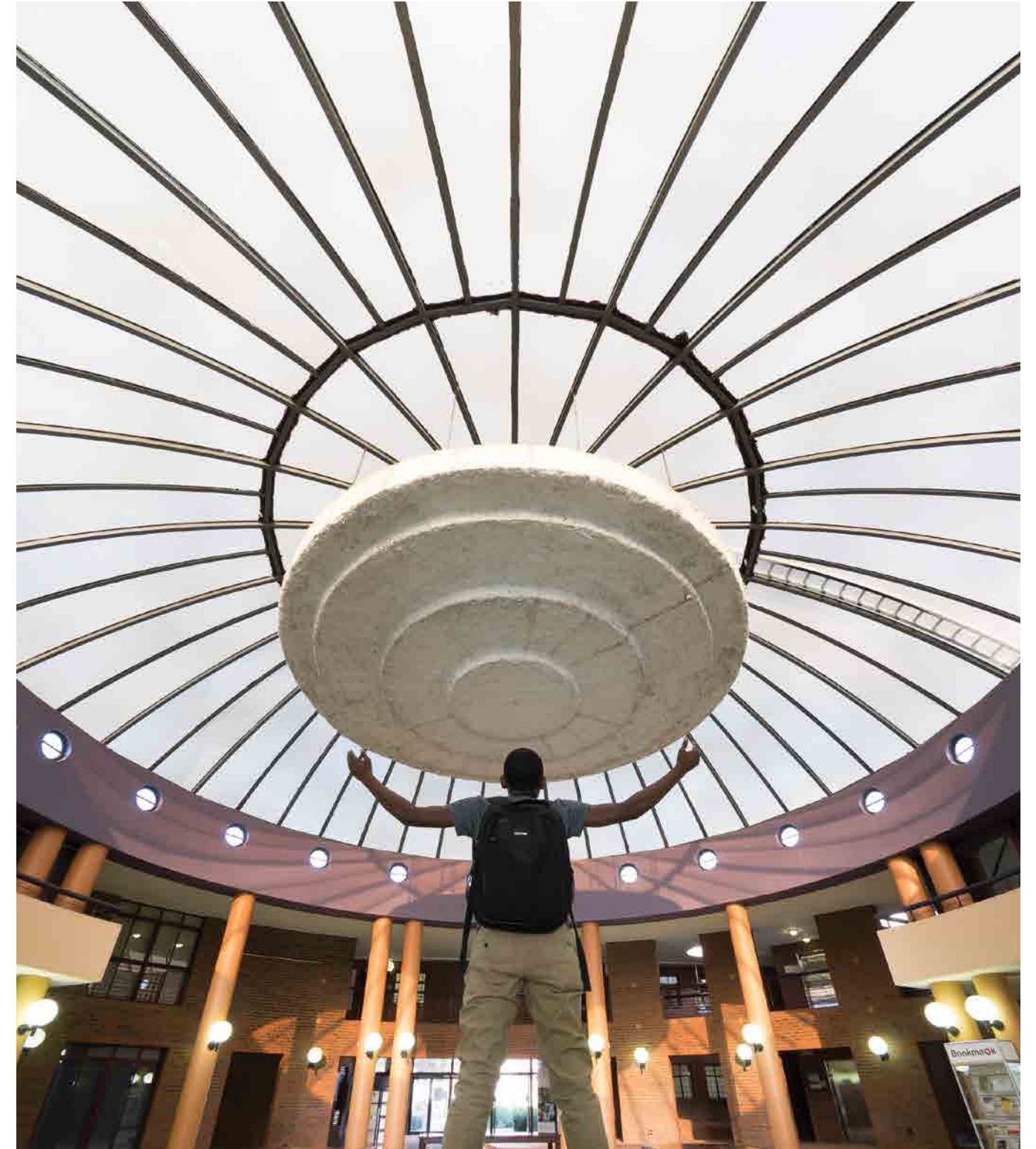
leadership needed to address key challenges in Africa. To this end, UP is a partner in a number of research consortia in Africa and contributes actively to the region's knowledge base and planned intervention strategies. Joint degrees are a result of collaboration between UP and partner universities where the candidate is awarded a prestigious single degree, jointly certified by the partner universities involved. Joint degrees for UP were explored in 2016, with the first agreements signed and four students enrolled in joint research doctorates by 2017. By 2018, there were thirteen active joint doctorate agreements.

Systems and operations

The Systems and Operations Division was established in 2017 as part of the Department's restructuring, to ensure that the operational administration improved and that the data and information needs, which support research at UP, are better integrated into the core enterprise technology systems. Melodie Wheeler, who was transferred from the Client Service Centre to DRI in 2016 as part of the Optimising Student Services (OSS) project in 2015–2016, became the first head of this Division in 2017.

The Division subsequently provided support to the Director's office for all financial and human resource-related administration. The research outputs Department of Higher Education and Training (DHET) subsidy submission was moved into this Division. Since 2017, an increased focus on the quality of the submissions of full books and chapters in books saw a 10% increase in the rate of successful subsidy awards for this category. The research section of the UP website saw an overhaul in 2018.

In 2017, over 27 different data sets were identified as manually managed and by the end of 2018 four of these were transformed into online technology systems. These include pre-award Grant Management, Research Development Programme funding, online listing of postgraduate scholarship offers, and academics' international travel grants. At the end of the period under review, the remaining data sets were waiting for programming resources to also become fully-fledged IT systems.



13 | Residence Affairs and Accommodation

During the period under review, the Department of Residence Affairs and Accommodation (DRAA) focused on redefining its role. Central to this was the emphasis on being a home-away-from-home. This was in line with the Department's vision, which was to offer an on-campus listening, living, and learning environment that enhances the experiences of both staff members and students at the University.

Through this redefinition of its role, the Department sought, as its mission, to actively provide an overall conducive environment for academic success, student well-being, and contributing towards the development of graduates who will also become well-rounded citizens and future leaders.

The mission and vision of DRAA was continuously refined over the five years since its establishment as a separate department within the University. As such, Residence Affairs and Accommodation began to articulate its strategic direction and objectives more concisely, so that it saw itself as striving

towards the creation of a community that fosters academic excellence, safety and security, and personal development and growth, as well as rendering professional services. The Department furthermore committed itself to being responsive to the needs of staff and students and to be driven by the ideal of improving the quality of both staff and student life in residences.

These efforts were in line with the strategic direction of the University.



Prof Roelf Visser, Director Residence Affairs and Accommodation, 2004-2014 | Sisana Machi, Director Residence Affairs and Accommodation, 2014-2018 and beyond



- Placement Management and Guest Accommodation
- Student Support and Leadership Development
- Residence Management and Student Life
- Food Services
- Residence Systems Management
- Residence Facilities and Maintenance Management
- Residence Operations
- Finance and Administration.

Structure and strategy

The Department previously reported to the Senior Vice-Principal, Prof Chris de Beer, and at the start of the period under review, to the Registrar, Prof Niek Grové. From mid-2013, it reported to Prof Themba (NT) Mosia, Vice-Principal: Student Affairs and Residences.

The directorship changed after the passing in 2014 of its founding Director, Prof Roelf (R) Visser. Subsequently, Sisana (S) Machi took over the reins until June 2019 when she retired. In terms of operational structure, the Department consisted of the following divisions, as illustrated in the organogram that follows:

University residences: capacities and name changes

By the end of 2018, the University had 30 residences. Among these, one residence was newly acquired (Varsity Lodge) and one residence (Khanyisa Naledi) was discontinued for occupation by students for safety reasons relating to its location. All residences continued to be led by their respective heads of residences. This model worked well in supporting the leadership of the Department in overseeing most of the dynamics relating to the overall residence student wellness, academic support, and the enhancement of student life activities.



Residence management structure, 2009 to 2018

In 2017, the DRAA was able to consolidate the various placement policies for first-year students, senior students, and postgraduate students into the Residence Placement Policy⁵.

In 2018, the University undertook a transformative residence name review, which resulted in the changing of names for some residences. The entire process was student-led and student-centred. Appendix I provides an overview of the residences, according to campus clusters, and their respective capacities during the period under review.

Public-private partnerships

The University engaged in extensive public-private partnerships, which included the leasing and accreditation of private residences to accommodate students whose residences were undergoing refurbishments, and making every effort to cater for the increasing demand for student accommodation.

The leased residences included: Urban Nest, Eastwoods Village, Hatfield Studios, The Fields, Flowers Edge, Hatfield Square and Apartments on William. The leased accommodation varied between 100 and 2 000 beds.

The accreditation process was formalised after the approval of the Policy on the Accreditation of Private off-campus Residences in 2015. The strategy of public-private partnerships enabled the Department to exceed its target of 1 700 beds for 2016 by the accreditation of over 4 500 additional beds. In 2018, more than 7 500 beds were accredited.

#FeesMustFall campaign

Impact and the Department's response

In 2015, the larger student community across the country embarked on the #FeesMustFall campaign in pursuit of fee-free higher education, as they considered the cost of higher education to be unaffordable for many students.

The consequences of the Fallist movement had an impact on the overall functions and finances of institutions. The implementation of a zero percent student fee increase at that time led to severe financial constraints, on institutions and services. The DRAA is responsible for the payment of all its operational expenses and services, and following the zero percent fees increase in 2017, only received a relief grant from the Department of Higher Education and Training (DHET).

During the same period, many students could not access UP campuses due to restrictions that were put in place. However, services and operations at DRAA continued, as students remained in residences. The Department cautiously opted to open the doors of many of its residences to day students as well, especially the communal study areas and IT laboratories. This had a positive impact on day students, as they were able to access online academic activities and materials, and study for their tests and examinations.

Achievements in supporting students

Student support and development

The Department managed to develop comprehensive student support, leadership and organised student life programmes, which contributed to enabling students to adjust within the residence environment. The Department also developed the TuksRes Guide, which has served as a reference document regarding residence life and student support dynamics.

A solid student development programme, which among others included annual training for over 300 newly elected House Committee members, a Women in Leadership programme, the Eldership programme (for former residence leaders who had been instrumental in assisting the Department during student training sessions), and other students who were interested in self-development opportunities. All these programmes were built around the ideal of a transformative society and contributing towards building students as well-rounded citizens and future leaders.

Residence refurbishment programme

As some of the University's residences had aged, the departments of Facilities Management and Residence Affairs and Accommodation embarked on a refurbishment programme to ensure that the condition of residences complies with good quality standards. Eight residences were refurbished between 2012 and 2018. Initially, the Department of Residence Affairs and Accommodation had to source funds mainly from its reserves. Later, the DHET provided some relief by contributing about half of the costs for refurbishments as part of the Infrastructure and Efficiency Grant (IEG).

Improving access to the internet and security

Previously, students in residences only had the option of accessing internet in the IT labs. The Department's efforts

to improve access to the internet were initially through the installation of network cables in student rooms. As internet access methods improved, the DRAA, with support from the Department of Information Technology Services (ITS), further advanced student access to the internet through Wi-Fi installation across residences. This enabled greater connectivity and internet access for different types of devices.

Wi-Fi was installed in all communal areas of residences, and the process of full Wi-Fi installation began at the end of 2018. Initial priority was given to postgraduate and postdoctoral residences, followed by undergraduate residences.

Security cameras were also installed at all residence entrances and in most communal areas, as a proactive measure to monitor residence safety and security.



14 | Security Services

The unique role of the Department of Security Services (DSS) is to create and maintain a safe and secure work and study environment for staff and students alike.

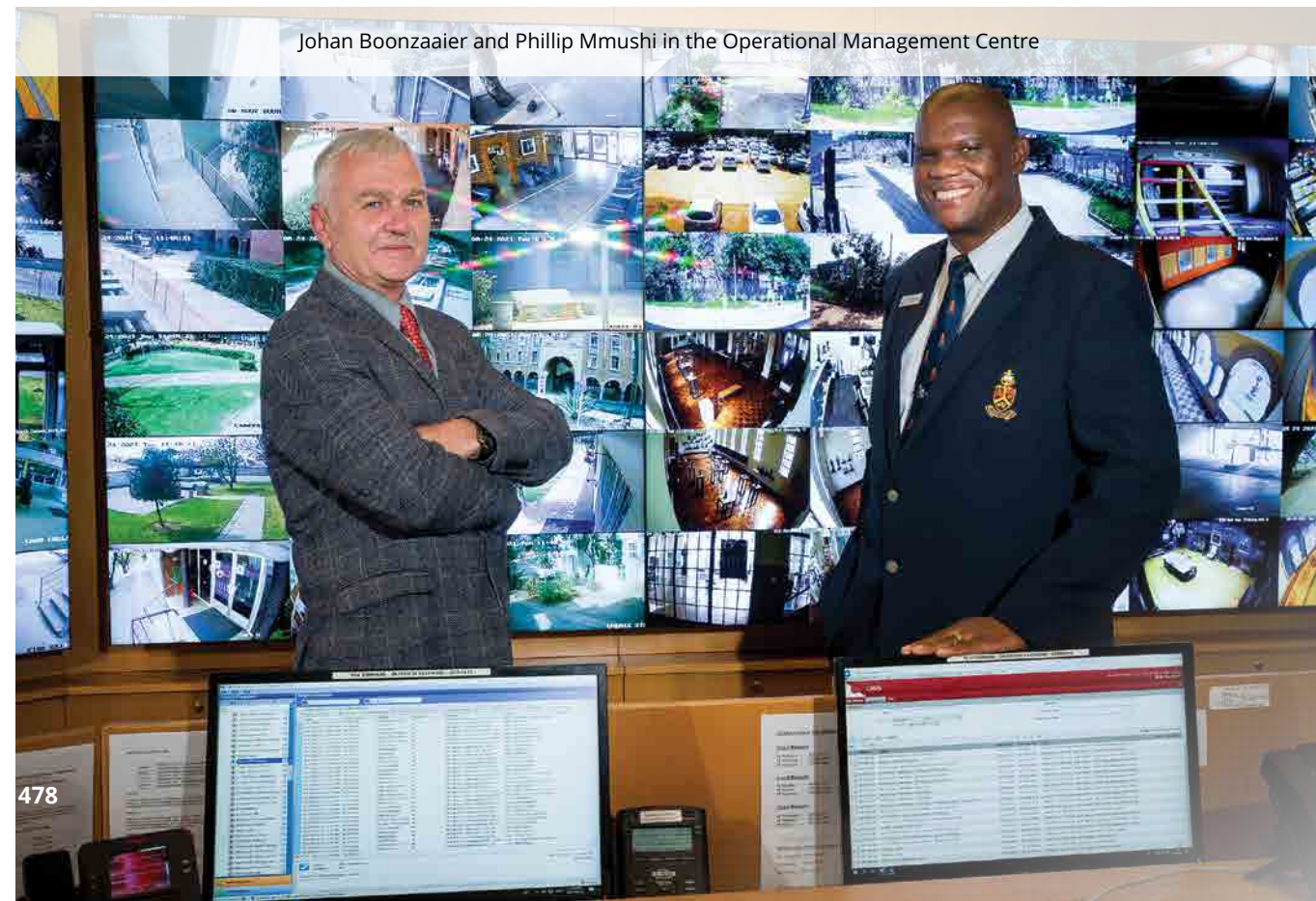
During the period under review, the adaptability and the tenacity of the DSS was tested probably more than ever before. In a constantly changing environment, its strategy and visibility required frequent realignment. While the University's long-term strategy, UP 2025, remained the anchor strategy, the role of Security Services was also complementary to UP initiatives such as FLY@UP and FlyHigher@UP by contributing to a safe environment in which students could thrive and excel.

Focus and strategy

During the period under review, the Department regularly realigned its crime prevention strategies, resources and the application of its security systems, informed by risk analyses of crime tendencies and recommendations from crime reports. This alignment resulted in various initiatives which included:

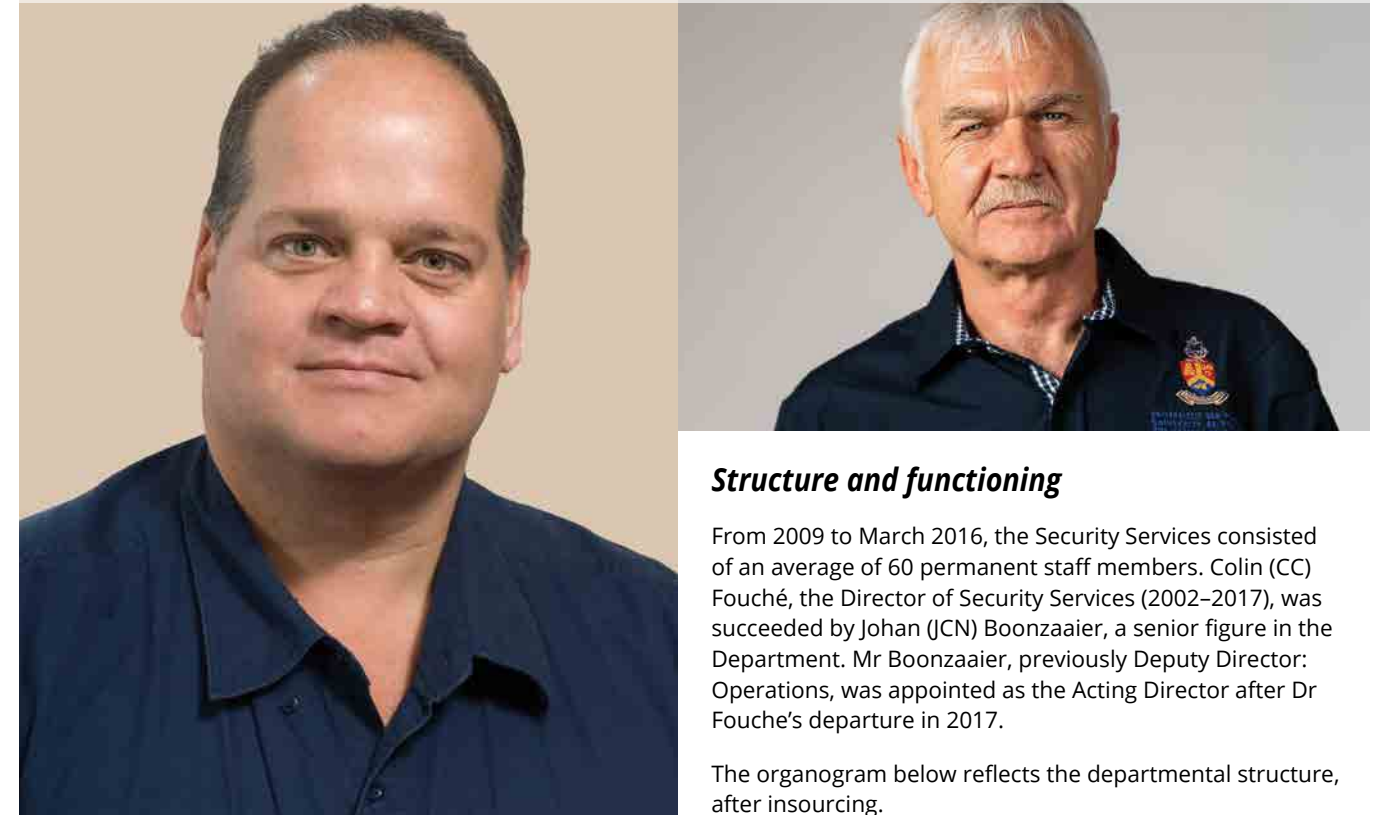
- Inspection of contractors entering UP premises for valid access cards and documents

- Deployment of undercover UP security officers in areas facing an escalation of crime or hotspots
- Extension of the Green Route after-hour escorting service for students to their place of residence or vehicles to all campuses
- Establishment of the Park and Ride facilities at Hillcrest and Groenkloof Campuses
- Provision of safe parking while alleviating the parking challenge on the Hatfield Campus.



Johan Boonzaaier and Phillip Mmushi in the Operational Management Centre

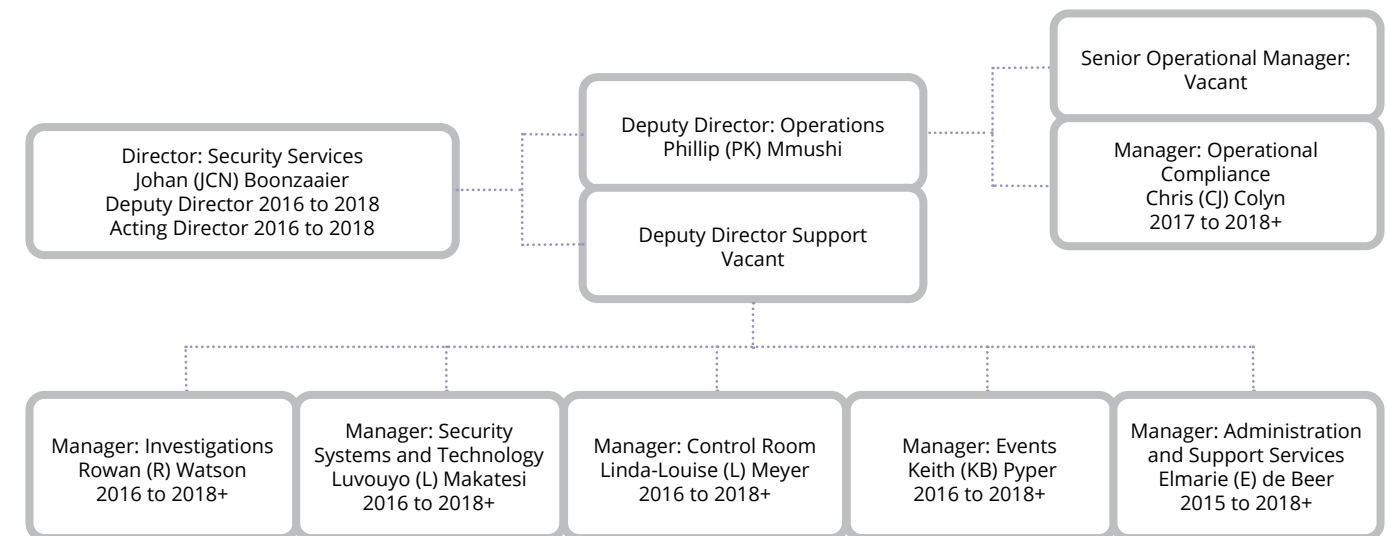
Colin Fouché, Director Security Services, 2002–2017 | Johan Boonzaaier, Director Security Services, 2017–2018 and beyond



Structure and functioning

From 2009 to March 2016, the Security Services consisted of an average of 60 permanent staff members. Colin (CC) Fouché, the Director of Security Services (2002–2017), was succeeded by Johan (JCN) Boonzaaier, a senior figure in the Department. Mr Boonzaaier, previously Deputy Director: Operations, was appointed as the Acting Director after Dr Fouché's departure in 2017.

The organogram below reflects the departmental structure, after insourcing.



Structure of Department of Security Services from 2016 and beyond



Collective responsibility

DSS ran regular security briefings to create awareness for new and existing students as well as for international visitors. These briefings generated awareness of taking collective responsibility for safety, and ownership of one's own safety (specifically students in residences) while studying at UP.

The focus of the awareness campaigns extended beyond safety on UP premises, including adjacent areas and amenities frequented by UP students and staff. For example, a response vehicle service was implemented in 2013 by Fidelity Security Services, which covered the area surrounding the Hatfield residences to ensure safe after-hour visits and to provide a security presence. The escalation of incidents which targeted student vehicles parked in the streets and other petty crime

incidences in the Hatfield area gave rise to the deployment of seven additional Hatfield Central Improvement District (CID) officers in the streets surrounding the main campus.

In addition to the above, joint operational actions were launched with the South African Police Service (SAPS), Tshwane Metropolitan Police Department, Hatfield CID, the UP outsourced security service provider, and staff members of DSS.

These joint operations were carried out stretching from Hatfield Campus to Groenkloof Campus to the West, and the N4 interchange at Hillcrest Campus, in an attempt to clean up those areas by removing any informal housing or structures, which incidentally led to several positive arrests of criminal elements.

The positive cooperation and support of the external partners can be ascribed to the importance that DSS places on these partnerships and the intention to foster and nurture the relationships.

Good governance is essential to the services rendered by the Department. Four new policies were drafted during the period under review and were all approved by the end of 2018. These were the Security Policy; the Access Control Policy; the Traffic and Parking Management Policy; and the Closed-Circuit Television Surveillance Policy, Procedures and Code of Conduct. Existing policies were also amended during this time, namely the Medical Emergency Policy, as well as the Gathering policies for both staff and students.

Security services management

A tender process commenced in 2010, as the existing contract expired in 2011. The tender was awarded to Fidelity Security Services and the contract commenced in December 2011 until 2015. At that stage, the contract was extended in the light of the possible insourcing of all security contract staff, which was finalised in April 2016.

In 2017, a tender was again awarded to Fidelity Security Services for providing security service on an ad hoc basis only, due to insufficient manpower and specialised skills required for specific services.

International Medical Services was appointed in 2013 for the provision of day-to-day emergency medical services.

Student protest

DSS's role became more prominent with the rise of the Fallist movement and its various campaigns, including #FeesMustFall and #UPRising in August and September 2015, and #OutsourcingMustFall at the beginning of 2016. These campaigns had far-reaching implications for the operations of the Department as well as its role at UP, which necessitated tactical thinking and crisis management.

A joint operational centre was established in the boardroom of Security Services during periods of unrest, fully equipped with communications infrastructure and CCTV camera surveillance systems. Representatives from SAPS, Public Order Police Services (POPS), Tshwane Metropolitan Police Department, and emergency medical services joined members of Security Services centrally to monitor and manage operations, provide feedback to the UP Executive,

and activate additional emergency services as required.

Despite various incidents of student protest actions on different campuses, the Department, in conjunction with SAPS and POPS managed these successfully. Minimal loss of or damage to property was experienced in comparison to other universities in South Africa.

Insourcing

One of the demands during the student unrest was for outsourced services at UP to be insourced. In January 2016, UP approved the insourcing of all Fidelity Security Services employees in accordance with Section 197 of the Labour Relations Act (Act No. 66 of 1995). The existing staff complement of 65 was extended by 615 new staff members, ranging from managers and supervisors to security officers and administrative personnel. The UP Legal Division and PricewaterhouseCoopers facilitated the process and ensured due diligence was accomplished.

During the unrest, the Department of Security Services was responsible for the management of the security contract and was therefore directly impacted when the decision was made to insource all security personnel. This was arguably the largest transformation to the Department during the period under review — the management role changed from management of the contract to management of a large internal staff complement.

On 1 April 2016, DSS ensured that all new personnel were issued with UP-branded uniforms, equipment and access cards.

Initially, with this insourcing, the University entered into a temporary service level agreement (SLA) with Fidelity Security Services in terms of which it would perform only certain functions — for example, administering of the rostering and payroll as well as rental of vehicles and equipment — until such time that the University was in a position to take ownership of all related issues.

Several interventions were initiated to integrate the new staff members. A skills needs analysis was performed by the Human Resources' Learning and Development Division, and consequently training was provided for achieving computer literacy, obtaining Grade 12, learning First Aid, improving client care, creating financial awareness, and monitoring performance management, among others.

Financial sustainability

DSS upheld and adhered to good financial practices throughout the period under review. Prior to the insourcing of staff, the Department managed to create a sustainable third-stream income through meticulous financial administration of the security contract. The contractor was penalised on a monthly basis, in accordance with the penalty clause of the SLA for poor performance and non-compliance. These recovered funds were successfully used to provide for security systems in the absence of budget allocations or to cover any budgetary deficits.

This initiative of generating additional funds was continued by providing events management services to internal and external clients.

Events management

The safety of patrons at events hosted by UP is a key function of the Department. The Safety at Sports and Recreational Events Act (Act No. 2 of 2010) was implemented successfully at all events, from 2011. Adherence to this legislation impacted the operations of Security Services drastically.

After the establishment of the UP Events Committee in 2014, Security Services became a major role-player in coordinating the different events on campus and ensuring that regulations were adhered to at all times. Safety and security at UP corporate events — such as Graduation ceremonies, and Welcoming and Open days — were successfully managed, as were various UP sporting, religious, academic and cultural events.

Some of the larger external events managed were the 2010 FIFA World Cup, the relaunch of the Aula in 2012, the Park-and-Ride facility for viewing and paying respects to the late former president, Nelson Mandela in December 2013, and the World Choir Games in 2018.

Electronic security systems and technology

During the first five years of the period under review, large building projects were completed by Facilities Management, which resulted in a substantial increase in the number of electronic security systems. At the beginning of 2010, electronic systems consisted of 4 531 alarm points, 996 card readers and 528 cameras. Towards the end of 2015, the installations had increased to 7 582 alarm points, 2 637 card readers and 2 468 cameras. These projects included the Engineering 3 Building and parkade, the Plant Sciences Building, TuksSport High School, the Letlotlo Building, the Mining Study Centre, and more. These systems were monitored by the 24-hour Operational Management Centre and administered by the Department's Administration and Support Services Division.

An added advantage of the ITS Systems Renewal Project in 2010, was the start and end dates of access cards, as well as default access rights which were managed by a comprehensive integration process. This eliminated the need to rely on both the manual capturing of records and the deactivation of cards upon termination or completion of studies, both of which greatly enhanced the control of access to campuses and residences. The implementation of the PeopleSoft™ Permissions Manager system to manage access of external persons intending to enter campus replaced the paper-based process and so streamlined the process of contractor applications for cards and access.

In 2012, an online parking application system, based on the business rules for parking, was implemented and fully integrated with the access control system. The existing access control system platform was no longer serving the requirements of UP in that it was not able to manage the increased number of card users effectively, combined with the initial strain that additional access points added. An investigation into upgrading or replacing the system was launched in 2014, and in 2016, the Impro Access Control System was procured, and implementation of the system began. The rollout was completed at the end of 2018. Dual verification was implemented at the perimeter of campuses and residences to include biometric scanning as an additional security measure.

15 | Student Affairs

During the period under review, the Department of Student Affairs (DSA) underwent significant changes. Prof McGlory (MT) Speckman headed the Department as Dean of Students from 2004 until his resignation in 2011, overseeing two divisions, namely Student Support and Student Development. The position was converted into a director's post. Dr Matete (NRM) Madiba was appointed as the first Director of DSA in 2012. Dr Willem (HW) Jorissen was appointed as Deputy Director, succeeding Prof Linda (L) Schoeman. In line with UP 2025, especially Goal 5, which is to increase access, throughput and diversity, a proposal entitled, 'Holistic Development and Student Success at UP' was submitted to, and approved by, the Executive in 2012. The proposal highlighted several gaps in the then strategic and operational focus of Student Affairs. The proposal made several recommendations and proposed a proactive and cohesive plan around holistic student development and success.



Dr Matete Madiba, Director Student Affairs 2011-2018 and beyond | Prof McGlory Speckman, Dean of Students, 2004-2011

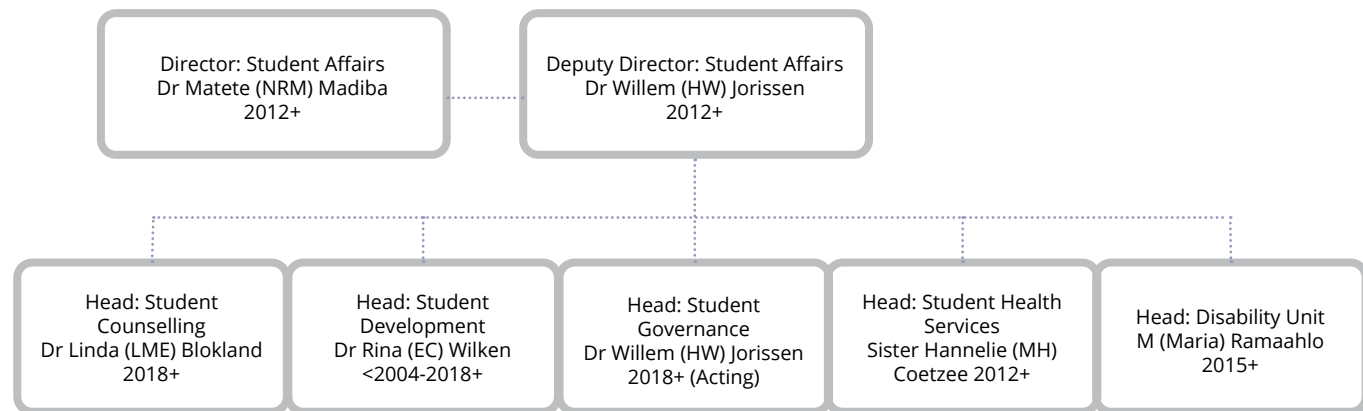


During this time, the Department reported to the Vice-Principal: Academic and Student Affairs. The portfolio was subsequently split and a Vice-Principal: Student Affairs was established. Prof Themba (NT) Mosia was appointed in the position in 2013.

DSA prepared and underwent a process of review in 2015, facilitated by the Department of Institutional Planning. The review included panel members from the University of Cape Town (UCT), the University of Johannesburg (UJ), and the University of South Africa (Unisa).

The Department was moved from Old College House in 2011. The Student Counselling Unit was relocated to the Student

From 2012 onwards, DSA was reorganised into five units: Student Counselling, Student Health Services, Student Development, Student Governance, and the Disability Unit. The Department, with its five reorganised units, refocused on the design and development of proactive, high-impact co- and extra-curricular programmes to enhance student success and leadership, and the provision of professional services for student welfare and wellness.



Structure of the Department of Student Affairs in 2018

Centre; the Student Development and Student Governance Units, together with the Director's office, relocated first to Tukkieurf, and later to Roosmaryn, now renamed the Student Affairs Building. The Roosmaryn Building was officially allocated to Student Affairs and Prof De la Rey unveiled the plaque on 17 October 2011. The Disability Unit relocated to a section in the Old Chemistry Building.

The organogram on page 484, shows the structure of DSA in 2018.

Units

Student Counselling Unit

During the period under review, the University experienced growth in student enrolment. There were also significant changes in the student profile, with increased diversity beyond race and gender. The number of students requiring access to services provided by the Student Counselling Unit increased way beyond the available staff capacity. Dr Madeleine (M)

Nolte, who headed the Student Support Division (which was later converted into the Student Counselling Unit) retired in 2016, and Dr Maud (M) Ntanjana was appointed as head of the Unit. She was succeeded by Dr Linda (L) Blokland in 2018.

The Health Professions Council of South Africa (HPCSA) conducted a reaccreditation visit to the Unit in 2016, which resulted in the Unit being reaccredited as an internship site for the following five years. The University consequently increased the internship positions from three to seven. In 2017, an impact assessment revealed that 47% of students who used the services received personal and emotional support, 26% academic support, 23% social support, and 11% said that the support they received helped them to stay at university. The student feedback was overwhelmingly positive.

A 24/7 telephone counselling service was introduced in 2016 in collaboration with the South African Depression and Anxiety Group (SADAG). The uptake of the service has continued to increase since its inception.



SRC swearing in ceremony, 2012



Student Health Unit

Under the coordination of Sister (Sr) Rykie (R) Venter the Student Health Unit received a merit award for excellent service during the H1N1 viral influenza epidemic of 2010. Sr Hannelie (MH) Coetzee took over after Sr Venter's retirement and was appointed as coordinator of Student Health Services in 2012. Some of the changes that were implemented from 2012 included the change from a prescribing medicine model to a dispensing model, under the supervision of a medical practitioner in all student clinics. Student Health clinics were extended to five of the UP campuses. The Student Health Unit runs a well-established health and wellness programme which covers a wide spectrum of health topics. The programme includes campaigns on sexual and reproductive health, cancer, as well as gender-based violence.

Disability Unit

When the Disability Unit became a stand-alone division in 2012, Isaiah (I) Manele served as the coordinator, after he was

redeployed from Mamelodi Campus, where he was previously part of the Vista University staff component. He retired in June 2015 and was succeeded by Maria (M) Ramaahlo.

The Disability Unit has become a leader in higher education in terms of the provision of services for students with disabilities. Its strong human rights approach allows for equal access and participation of students with disabilities in the UP teaching and learning environment. The support of students with disabilities is complex, and the Disability Unit concerns itself with the academic, technological, and co-curricular support of students with sensory, physical, neurological, medical, and psychological disabilities. The Unit assists with the provision of the latest advances in assistive technology and equipment. In 2018, the Mamelodi Disability Unit was built with funds received from the DHET. The Unit facilitates co-curricular activities, including disability awareness training, inclusive policy development, focus group discussions, transformation seminars and work readiness programmes for students with disabilities. In 2016, the University reviewed its disability policy through an appropriate consultative process.⁶

⁶ Policy on Students with Disabilities. [Rt 320/19]

Student Development Unit

For the period under review, the Student Development Unit, under the leadership of Dr Rina (EC) Wilken, saw significant transformation and development in all areas. The Unit is responsible for organising various student structures, including their training and development. Over this period, the Unit designed and implemented a number of flagship programmes including the STARS Mentorship programme, new and reorganised programmes and events for RAG (Reach out and Give), Student Culture and Student Sport, and Enactus.

The STARS Mentorship Programme was launched in 2009 to assist first-year students in adapting to university life. Senior students were identified and trained to mentor first-years and help them adapt, socially and emotionally, to student life and to succeed in their academic performance. The programme was expanded over the years, incorporating the Residence and Student Representative Council (SRC) Mentorship Programmes from 2012.

The RAG and Student Culture and Student Sport programmes saw significant transformation to become more inclusive and responsive to the needs of the diverse student profile. Several events that were no longer viable — they had either lost their appeal or were deemed to have posed risks — were terminated. New projects, such as RAG of Hope Day, Mandela Day, and the Kagiso Programme were introduced and served to organise student voluntary community engagement. More changes were made to the format and criteria for participation in the first-years' concert and singing contests, and new culture and sport initiatives were introduced. Enactus, which was known as SIFE until 2013, launched the student entrepreneurship development programme in the form of an international competition. Teams from UP won the national competition and represented South Africa in America in 2010, and in Mexico in 2013.

The nine Faculty Houses were restructured from purely academic structures to more holistic structures in 2016, and increased their participation in student life activities. The Class Representative system is a well-established structure and a feeder into the Faculty Houses. Web-based class representative registration, training and engagement started in 2011, and was taken fully online via various digital platforms in 2018.

Several Day Houses provided active platforms for participation in student life activities. Luminous was founded in 2011, and Docendo in 2015. Zeus and Jacarandia were dissolved in 2014 and 2015 respectively. Vividus Men changed

their name to Dregeana in 2017, and Vividus Ladies changed to Vividus in 2018.

During the decade under review, *Perdeby*, the student newspaper, enlisted around 70 students as editors and journalists annually and published an astonishing 211 printed editions of the newspaper. The Editor-in-Chief, Carel (C) Willemse, developed the newspaper from a small student newspaper to a media house producing print, digital, video and online exclusive content. While *Perdeby* had an online presence from 2001, a concerted effort was made in 2011 to digitise content for online access through a new website. The first digital flip-through copy of *Perdeby* allowed readers to enjoy a digital version of their favourite student newspaper on any digital device. Between 2015 and 2017, the newspaper played a fundamental role in covering student protests sparked by the Fallist movement. It provided coverage that no other mainstream media could, and captured students' stories with context and insight that was often overlooked by other media.

The excellent work of the student journalists, led by Michal-Maré Linden (editor 2015–2016), cemented the relevance and legitimacy of *Perdeby*. The coverage also highlighted the necessity and importance of digital news, with more than a million readers visiting the *Perdeby* website and Facebook pages during this time.

In 2018, the newspaper's name changed from *Perdeby* (Afrikaans for wasp) to PDBY (an acronym for Print, Digital, and Broadcast Youth media).

Student Governance Unit

The functioning of a legitimate Student Representative Council (SRC) as the democratically elected voice of the student body and functional leadership structures that serve the interests of the student community at large are key to stability on university campuses. The constituency-based two-tier student governance model, with a Student Assembly and a SRC, was renegotiated in 2010. After failed SRC elections in 2009 and 2012, an extensive process culminated in a new model and the more user-friendly Student Governance Constitution, which was approved by the University Council in August 2013. The new model moved away from a political party-based way of electing student leaders, to a SRC with 12 elective and seven ex officio portfolios, where individuals contested for the positions.

The Student Governance Unit oversees the Constitutional Tribunal, Student Disciplinary Advisory Panel, and the

various student societies, each of which needs to apply for registration on an annual basis. For every year during this period, registered student societies numbered over one hundred.

The University's vibrant student life continued to evolve over the decade under review. In 2015, the Vice-Principal arranged a two-day facilitated Student Life Lekgotla involving approximately 120 participants. The lekgotla resulted in the development of a new vision for student life at the University.

The national Fallist movement and attendant protests in 2015 and 2016 resulted in a disruption of SRC elections. As a result, a temporary student committee was appointed by Council for 2017. An e-voting system was introduced for SRC elections in 2017. The voter turnout reached a record high of 10 744, signifying an increase in democratic participation of the student body. Following the UP #FeesMustFall movement, broader demands for transformation resulted in engagements with and interventions by mediators (Nelson Mandela and Ahmed Kathrada Foundations), after which the DSA facilitated the establishment of the four Lekgotla

workstreams, namely, Curriculum Transformation, Language Policy, Institutional Culture, and Residence Culture. The workstreams became drivers of transformation for the institution.

Over this period, a project to formulate a well-designed curriculum for student leadership development and training ensued, with clear outcomes linked to students' development needs and profiles. The project aimed to ensure that the well-designed curriculum is, at any given moment in time, well documented and implemented using hybrid modes of delivery.

Tuks FM

In 2011, the campus radio station, having been marred by capacity constraints for some time, was moved from Student Affairs to CE at UP⁷, and was restructured as a vesting trust, with UP as its only beneficiary. As a licenced community radio station, Tuks FM reached new heights under the professional guidance of CE at UP. The station underwent a full transformation in 2018.

16 | Transformation Office

After 1994, the University was faced with a growing need to undergo a rigorous process of change. This could be achieved by opening up opportunities to those who were previously excluded by the University's system and processes. The University began systematically to address substantive change in 2012 when it launched the *UP Journey for Change*.

This initiative was preceded by an extensive institutional culture survey in 2011. The recommendations born out of the institutional culture survey were used as contributions to develop a number of key transformation strategies and interventions, including the *Re a Bua* project, which was rolled out in 2013, and ran until 2015. The *Re a Bua Dialogue Series* provided safe spaces for staff and students to discuss the kind of transformed University they envisaged. The dialogues aimed to achieve the following objectives:

- Sharing perceptions of barriers and enablers to diversity at UP
- Understanding the benefits of lived diversity (academic and social)
- Creating a climate of improved race relations
- Understanding the negative impact of prejudice
- Creating a common understanding of employment equity and the challenges faced by UP.

Also in 2016, building on the *Re a Bua* work, the Transformation Lekgotla established workstreams focused on: language policy, curriculum transformation, and residence life and institutional culture. The Transformation Workstream on Residence Life and Institutional Culture Transformation was separated into two workstreams. The resulting Institutional Transformation Workstream on Institutional Culture was chaired by Prof Derick (D) de Jongh.

Each workstream put forward significant findings and recommendations which were used to map the future of transformation at UP. Some of the recommendations included:

- Promotion of robust dialogue on transformation among and between staff and students, using key representative bodies and control groups
- Establishment of a communication campaign around a memorable theme or slogan such as #OwnUpp, both online and on campus

- Establishment of physical social learning spaces on campus designed to promote dialogue about institutional culture transformation
- Crafting of a transformation roadmap for the institution.

Also in 2016, the UP Council appointed the Independent Transformation Panel, chaired by retired Judge Johan van der Westhuizen. The panel received submissions from and consulted with key stakeholders, and reported its findings and recommendations to Council. The panel, in its recommendations, distinguished between long- and short-term goals, which would further strengthen the transformation strategy of the University. The long-term recommendations were to:

- Review policies on student admission and financial support mechanisms so as to ensure equity
- Evaluate graduation rates and the possible impact of funding to develop better support programmes
- Evaluate and repurpose the UP brand nationally, continentally and globally.

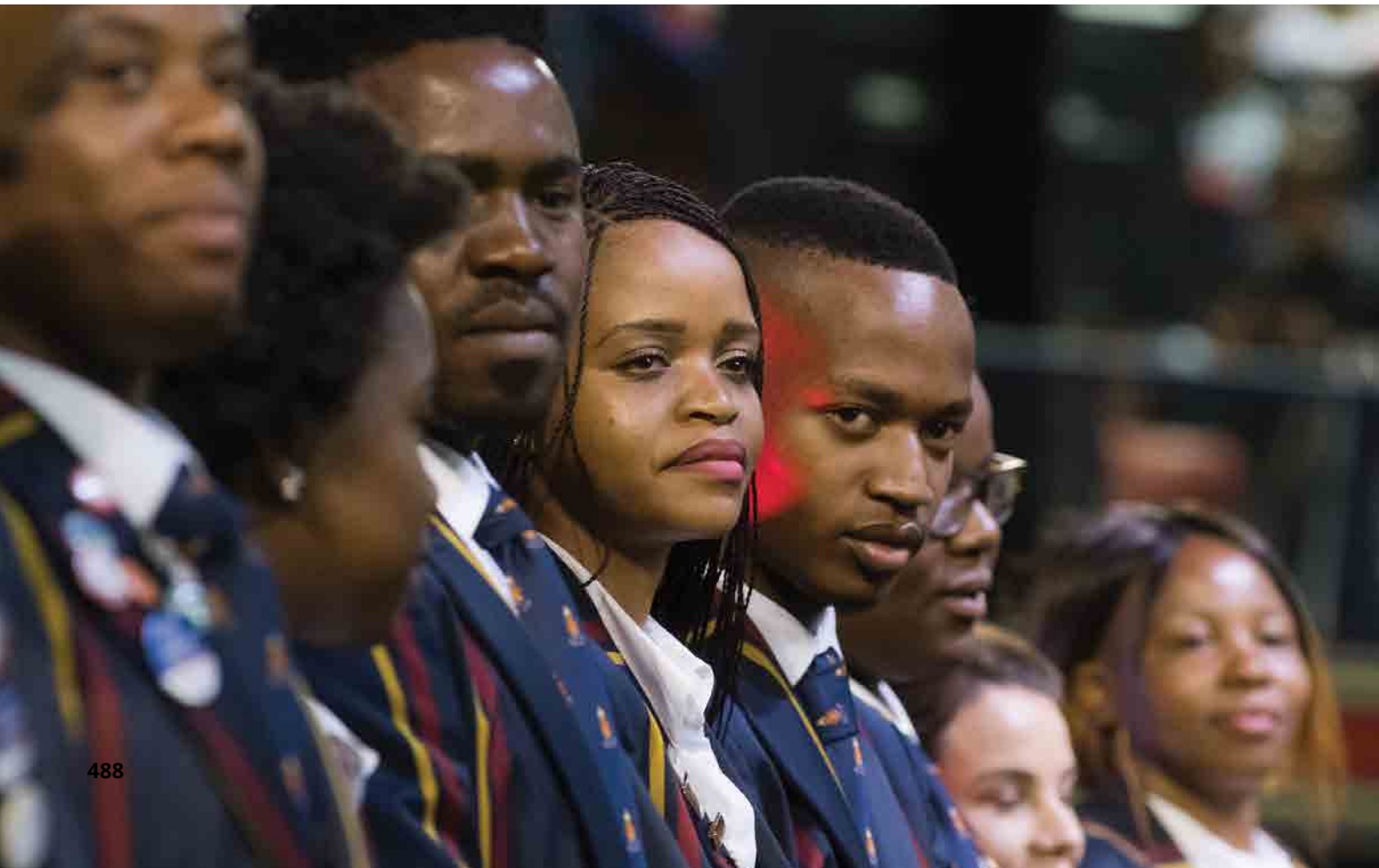
The short-term recommendations were numerous and are not listed here, save for the two below:

- The first was to address the issue of language at UP, considered central to driving equity, diversity, and inclusion.

As a result, in 2016, a new University language policy was developed and subsequently approved by both Senate and Council. English became the sole language of instruction and assessment at the University, with the date of implementation set for 2019.

- The second recommendation was to redress the demographic profile of the University's staff and students.

This commitment was supported by the development of the University's Employment Equity Plan (EE Plan, 2016–2020), which identified the realisation of equitable representation of suitably qualified members from the designated groups as a



key priority, and the three-year Enrolment Plan (2017–2019), which sought to ensure, inter alia, a diverse student body.

UP Transformation Plan

In August 2017, having analysed and synthesised the prior work (briefly described above) into concrete foundations, the University approved its first transformation plan, titled the UP Transformation Implementation Plan. The Plan was a strategic document for guiding mainstreaming transformation through the setting of long-, medium-, and short-term goals for the institution, and monitoring and evaluating the implementation thereof so as to facilitate progress towards their achievement. Transformation at UP, as a strategic imperative, appears as a core strategy of UP 2025 in the form of recognising the University's early beginnings and strengths in existing diversity as well as embracing diversity to enrich the University's intellectual environment and improve graduate outcomes. Thus, transformation at UP, as a strategic driver in UP 2025, continues to ensure success in teaching and learning, and research; to be a means for attracting historically disadvantaged communities; and to be a catalyst for creating the conditions in which all members of the University can thrive.

At the time of the Transformation Plan, it was accurate to say that UP had made considerable progress in the journey of change on which it had embarked in 2012. At an institutional level, and at an embedded level of planning, such as the second five-year plan (2017–2021), UP's success was recognised as being dependent on how well it values, engages and includes students, staff and stakeholders (including suppliers) from diverse backgrounds.

As captured in the five-year plan, the overarching goal of transformation was to foster and sustain a transformed, inclusive and equitable University community. This overarching goal was supported by the following sub-goals:

- Ensure access to a diverse student body, reflective of the demographic mix and social complexity of South Africa
- Significantly reduce and ultimately eliminate differential student success and graduation rates based on race, gender, class, and other critical variables
- Ensure the realisation of employment equity as set out in the University's Employment Equity Plan
- Enhance research capacity and productivity of black and women academics

- Engender institutional cultures and practices that are welcoming to students and staff from diverse socio-economic and cultural backgrounds.

The approval of the UP Language Policy in 2016 displayed a commitment from the University to instil an institutional culture anchored in respect, tolerance and unity. Structures, systems, mechanisms and processes were also put in place to eliminate and monitor any form of discrimination, harassment and violence in line with the University's anti-discrimination policy which was still in development.⁸ This saw initiatives such as #SpeakOutUP being rolled out — a platform that created an opportunity for the UP community to engage in uncomfortable issues of transformation. The Transformation Office and the Centre for Sexuality, AIDS, and Gender (CSA&G) embarked on an initiative to roll out gender-based violence awareness trainings.

Towards a Transformation Office

By the end of 2018, the anti-discrimination policy was proposed but not yet approved. The policy was envisioned to strengthen the implementation of the Transformation Plan. The purpose of the policy would be to prevent all forms of unfair discrimination in the University and guide the management of discrimination cases. This commitment by UP leadership would be further strengthened by the establishment of a Transformation Office, a goal which was set for 2018. A fully functioning transformation office would ensure accountability, responsibility, and concerted efforts towards implementing the strategic transformation agenda of the University. The Office's key objectives would include but not be limited to:

- Ensuring that the Transformation Strategy of the University is aligned to and implemented in line with the strategy and plan of the University
- Developing and supporting transformation strategies, implementation, and monitoring
- Contributing to all transformational change management forums within the University in order to entrench an institutional culture that values, promotes and celebrates diversity and inclusion
- Designing, managing, and implementing various social justice initiatives, advocacy, awareness, and prevention campaigns run by the Transformation Office

- Developing and implementing diversity and inclusion strategies
- Reporting on the University's transformation progress to relevant internal forums and external stakeholders such as the Department of Higher Education and Training (DHET)
- Engaging and managing internal and external stakeholders.

The Transformation Office was established in 2019.

The period under review witnessed the unfolding of an important journey comprising a foundational research

and discussion stage, which led to phased approaches of formalising transformation as part of the University's overarching institutional agenda. It also revealed that the University gained vital ground in actioning its commitment to transformation. The involvement of students and staff was key to building the future of the University and transforming the institution as they had envisaged. However, authentic transformation requires a substantive culture of inclusion.

The University had gained vital ground in actioning its commitment to transformation. The involvement of students and staff was key in building the future of the University and how they envisaged transformation.



Prof Tinyiko Maluleke, Advisor to the Vice-Chancellor and Principal, 2016–2018

17 | TuksSport

TuksSport, the Department responsible for sport at the University of Pretoria, strengthened its contribution, not only to university sport in South Africa, but also to sport at regional and international levels during the period under review.

Its successes were in no small measure due to the support received from the leadership of the University who understood the impact of sport on students' lives and on the identity of the University. This means that TuksSport could actively contribute to the brand and image of UP through its clubs and its achievements that spanned national, regional and international competitions.

The focus on providing a platform for competitive and recreational sport opportunities was key to the TuksSport strategy. TuksSport became home to more than 30 sporting codes through its competitive offering, while providing opportunities to thousands of UP students to compete in recreational sporting activities such as the annual internal leagues.

At a national level, TuksSport contributed to the establishment of the Varsity Cup and Varsity Sport brands, while continually ensuring UP's sport management operations were sound, to ensure long-term success within these new competitions and University Sport South Africa (USSA) tournaments.

At the level of international competition TuksSport left its imprint too, with several outstanding achievements during the review period.

Structure and leadership

TuksSport was led by the Director, Kobus (K) van der Walt, along with two Deputy Directors, Dr Rendani (R) Mulaudzi (Deputy Director: Sport Management) and Johan (J) Potgieter (Deputy Director: Support Services).

A new deputy director role was approved during the period under review to support the sport programme's focus on contributing to national pride and national success stories. This was the focus of the Varsity Cup and Varsity Sport student competitions. These two student-based competitions would provide a high-performance component to the USSA national tournaments already on offer, while showcasing universities and their sports clubs on national television platforms.

Kobus van der Walt, Director TuksSport 1999-2018 | Toby Sutcliffe, Director TuksSport 2018 and beyond



sport science and medical support. These services, along with the Hillcrest Sport Campus sporting facilities (training and competition), provided an environment for guests and TuksSport athletes alike to witness excellence and to excel.

Among the highlights were:

- The hpc and the TuksSport facilities providing a home for the Argentinian football side during the 2010 FIFA World Cup in South Africa.
- Numerous Olympic and international athletes, along with the TuksSport stars, made use of the services on offer at TuksSport and hpc in preparation for the 2012 (London) and 2016 (Rio de Janeiro) Olympic and Paralympic Games.
- During these Games, high-performance TuksSport athletes continued to be a significant contributor to TeamSA, the Commonwealth Games (2010, 2014, 2018), the FISU World Universiade (2009, 2011, 2013, 2015, 2017), and several World Championships (senior and junior, across numerous sporting codes).
- At the 2012 and 2016 Olympic Games, athletes at TuksSport contributed to five South African Olympic medals, and a host of international medals at Commonwealth, FISU Games, and world championships.

Steven (S) Ball (Deputy Director: Coaching and Performance Management) was appointed in 2012 to focus the high-performance component of TuksSport's national endeavours. With the retirement of Johan Potgieter, Lydia (L) Monyepao was appointed in 2014 as Deputy Director: Support Services.

In February 2018, Kobus van der Walt retired as Director, having established sport as a significant part of the University's DNA. During his tenure, the performances of UP's student teams and international stars positioned the University as the premier university sport brand in South Africa. Toby (T) Sutcliffe, the CEO of the High Performance Centre (hpc) was appointed as acting Director in a dual role to achieve a greater synergy between TuksSport and hpc.

Highlights

The hpc continued to host and provide a home to many local and international athletes and teams through its offerings which included hotel accommodation, meals, transport, and





TuksAthletics



HPC/TuksSport High School athletes who represented South Africa at the 2016 Olympic Games



- Under the leadership of Hettie (HH) de Villiers, the TuksSport High School, a one-of-a-kind sports school, continued to provide the necessary development platform for prospective high performers and student athletes at TuksSport. The academy provided a home to many scholars from South Africa and other countries within Africa, with these athletes representing their countries in junior national teams globally.
- Through a significant partnership with a private donor (the Athletics Foundation Trust), a new school building was constructed on the Sport Campus, providing a new home for students in 2015.
- Within the student athlete sporting context, TuksSport established itself as a significant role-player in medal winning performances. Annually, TuksSport claimed numerous USSA team titles, with more than 75% of UP teams finishing in the top three positions. Three Varsity Cup rugby titles were won in 2012, 2013 and 2016 respectively. Seventeen Varsity Sport titles were won during the period since the establishment of the competitions in 2012/2013, proving TuksSports'

dominance in student sport in South Africa and providing significant exposure to the UP brand.

The Sport Campus landscape continued to develop and expand, as substantial upgrading of facilities continued. This included (but was not limited to) new hockey astro turfs, sport clubhouses, and the installation of a new Mondo Olympic-standard athletics track in 2016. With the promotion of UP's professional soccer team, AmaTuks, the TuksStadium received a significant upgrade to ensure compliance with league and event hosting specifications.

Throughout the period under review, TuksSport, hpc, and the TuksSport High School continued to build partnerships with local government on specific projects, while developing key collaborations with various national and provincial federations, such as the Blue Bulls Rugby Union, to support performance athletes who made UP their home. These relationships, along with the drive and focus of the total TuksSport programme, its staff and athletes, ensured that UP became known as the premier sporting entity and brand in South Africa.

18 | University Relations

By 2018, the Department of University Relations (DUR), soon to be renamed the Department of Institutional Advancement (DIA), was a significantly changed department.

Although the core mission remained, the circumstances under which the Department operated had changed considerably. The focus was communicating the excellence of the University's academic, research, and engagement endeavours to international and local audiences. In addition, the Department had to keep pace with changing internal and external environments, and take the lead in the overall management of the University's fundraising, strategic communication, and interaction with a diverse range of audiences.

A game changer was the appointment of Prof De la Rey as Vice-Chancellor and Principal in 2009. She had direct oversight of the Department. The new leadership overhauled UP's planning cycles and tirelessly worked to achieve the international recognition and accreditation of UP's research and academic excellence which, in turn, became an important focus of DIA's operations.

The second catalyst during this period was the 2015–2016 student unrest, which required several critical adaptations. As a result of student protests, UP transitioned to online teaching, off-campus crisis management, as well as both off-campus and online ways of communicating with the University's staff, students, parents and stakeholders.

Key foci and developments

Enhancing the performance of UP's official communication channels necessitated the development of dedicated and expert units, such as the Content Hub, which operated in a fluid environment of instant communication on social media, and the Marketing and Communication Unit, which applied the UP brand by harnessing different mechanisms to bring a vast array of messages to many internal and external stakeholders.

In 2015, the Digital Technologies Division joined the Department as the UP website was seen as one of the most important communication channels to drive reputation and to influence stakeholder perception.

A further critical development, as the Department's organisational experience increased, was hosting official corporate events that garnered a reputation of sophistication and smooth execution for DUR and indeed the University brand.

Advancement and Alumni Relations became an increasingly professional outfit dealing not only with maintaining contact with the University's nearly 300 000 alumni, but also engaging UP's alumni, friends, industry partners, and other sources to raise funds to continue producing graduates from diverse and, especially, underrepresented groups.

Structure and leadership

Executive line management of DUR remained in the portfolio of the Vice-Chancellor and Principal when Prof De la Rey assumed office at the end of 2009. In 2017, line management moved to the executive portfolios of Prof Anton (A) Ströh, then to Prof Tinyiko (T) Maluleke, thereafter to Prof Stephanie (SG) Burton for several months in 2018, and then finally to Prof Caroline (CMA) Nicholson.



Prof Denver Hendricks, Director DUR | Prof Yolanda Jordaan, Acting Head of Department



UP Welcome Day

Prof Yolanda (Y) Jordaan acted as Head of the Department of Corporate Communication and Marketing in 2009, following the resignation of Elizabeth (E) Pretorius. When Prof Jordaan returned to her academic position in the Faculty of Economic and Management Sciences in 2011, Prof Denver (D) Hendricks was appointed as Director, a post he held until the end of 2015 when he proceeded to establish the Office of Government Relations and Special Projects (GRaSP) in the Office of the Vice-Chancellor and Principal, with a view to fill the identified gap of the University's communication with government, one of its primary stakeholders. GRaSP produced a bi-annual newsletter that was widely distributed to all three spheres of government informing them of successful, collaborative interactions between the University and government, and encouraging further joint projects.

In 2011, the Departments of Corporate Communication and Marketing, Institutional Advancement, TuksAlumni, and aspects of International Relations, were restructured and merged into the new Department of University Relations which comprised three sections:

- Corporate Communication and Marketing — general stakeholders
- Institutional Advancement — donor and sponsorship community

- TuksAlumni — UP's alumni partners.

In the same year, Linda (L) van Wyk replaced John (J) Visagie as Acting Head of Institutional Advancement. She became Deputy Director of Advancement in 2013, until the end of 2016. Hernan (H) Finkel succeeded Linda van Wyk as Deputy Director: Advancement and Alumni Relations in 2017, with the name change to this portfolio brought about in 2018.

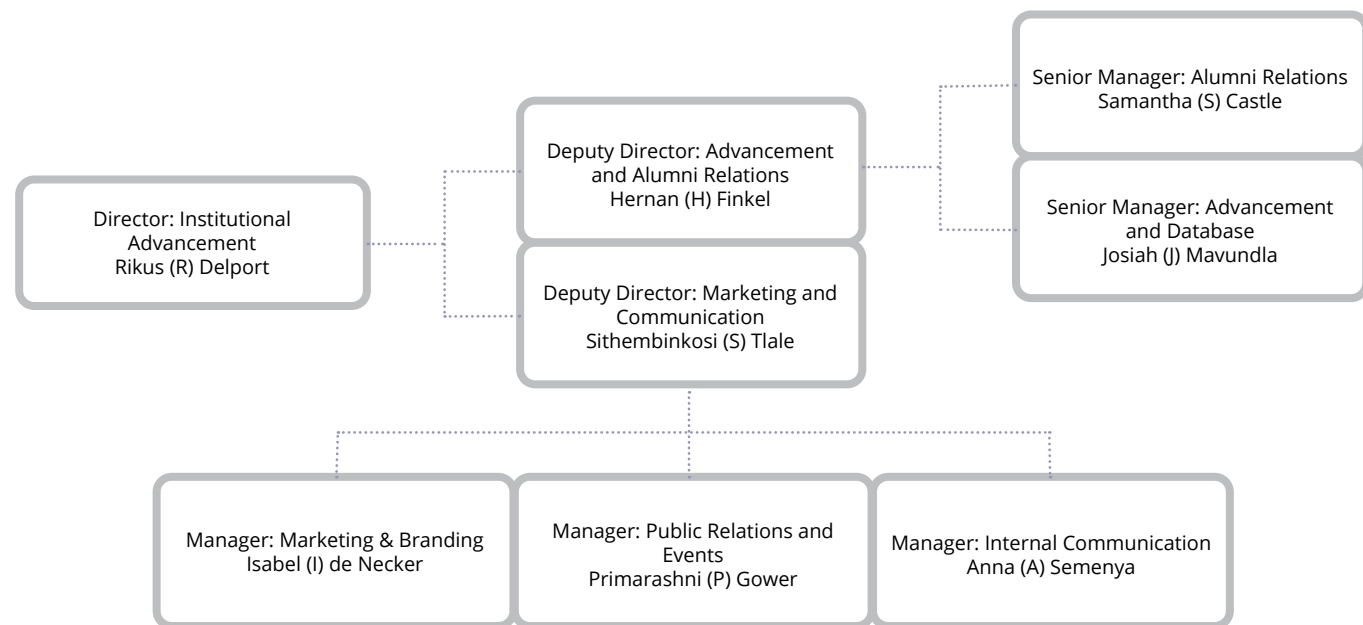
In 2016, Reinher (R) Behrens was appointed as Acting Director. Shireen (S) Chengadu acted as Director from 2017 until mid-2018, when Rikus Delpoort was appointed as Director. Under his leadership, the Department transformed into the structure as illustrated on page 498.

Highlights

At the start of every new academic year in January, for most of the review period, DUR and later DIA, hosted thousands of new first-year students on Welcome Day, and thousands more high school learners on Open Day at the end of May, each year. These events required immense efforts and fine coordination from faculties, service departments, and organisational capacity centred in the Department. After 2016, the nature and scope of both events were significantly downscaled.



Rikus Delport, Director of DUR/DIA (centre), and staff



Structure of the Department of Student Affairs in 2018

The Department remained involved, during the review period, in organising and working at events when the University received members of Cabinet, the international diplomatic corps, and other dignitaries, such as former president Jacob Zuma who visited the Hatfield Campus in 2010 as a guest of the Centre for Mediation in Africa. In 2016, Bill Gates delivered the 14th Nelson Mandela Annual Lecture, which was hosted at the Mamelodi Campus.

The Advancement section in the Alumni Relations Office excelled in its engagement with ultra-high net worth donors and alumni in the period under review. In 2016, under the

leadership of Linda van Wyk, it sourced R400 million in financial aid — the highest ever at the time.

The Communication and Marketing section was responsible for the initiation, rollout, and management of numerous information and awareness campaigns. The overhauling and refreshment of the UP corporate identity and brand was a major undertaking that started in 2014/15 and continued for several years. Among many others, #ChooseUP was a major campaign founded in 2018, aimed at encouraging enrolment at UP.



President Jacob Zuma, keynote speaker at Africa Dialogue lecture series, 2010