



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

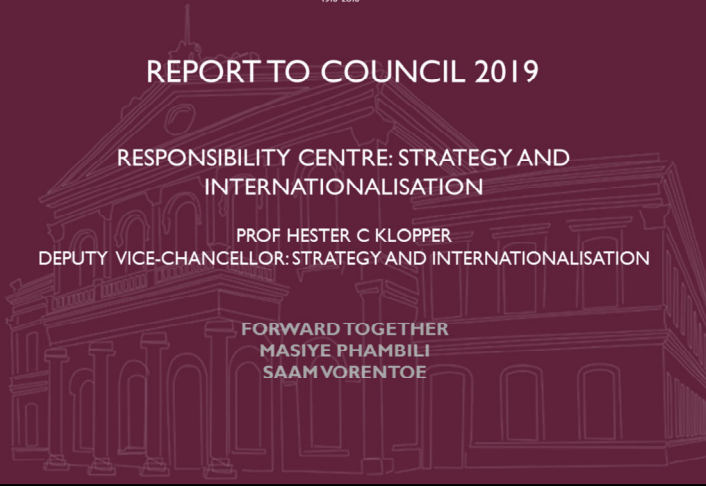
100
1918 - 2018

REPORT TO COUNCIL 2019

RESPONSIBILITY CENTRE: STRATEGY AND
INTERNATIONALISATION

PROF HESTER C KLOPPER
DEPUTY VICE-CHANCELLOR: STRATEGY AND INTERNATIONALISATION

FORWARD TOGETHER
MASIYE PHAMBILI
SAAMVORENTOE



PRESENTATION OVERVIEW

1. Contextualisation and our Value Proposition
2. RC S&I contribution to SU's six Core Strategic Themes
3. Conclusion and 2020 priorities





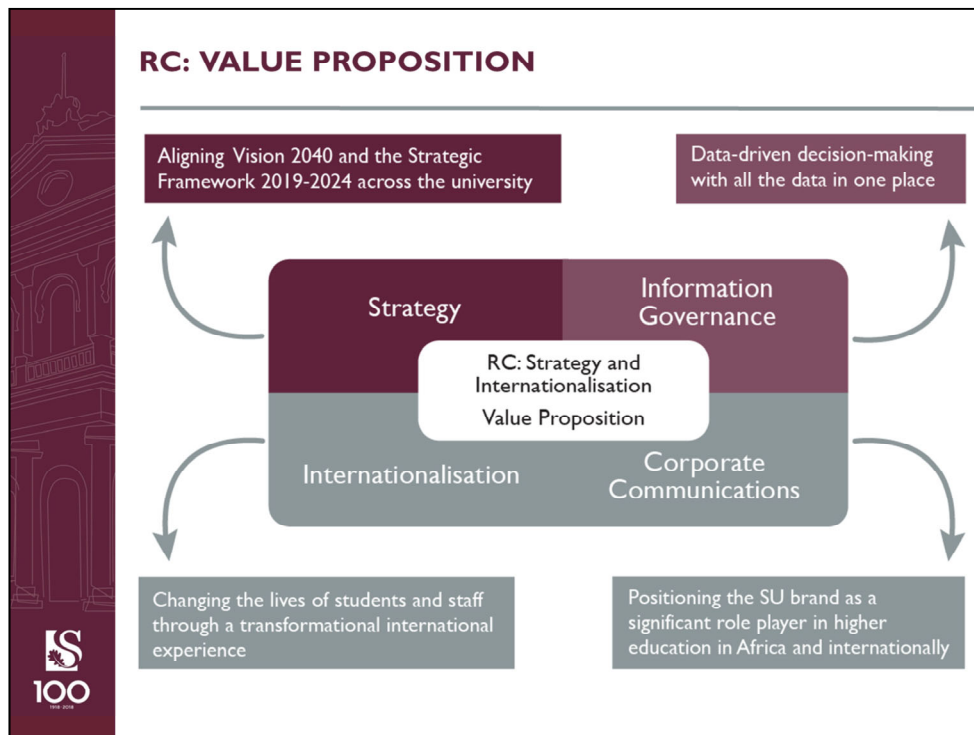
CONTEXTUALISATION

- The **cross-cutting responsibilities of the RC** are intrinsically aligned to support the six core strategic themes of the university
- **Strategic positioning of SU**
- Strategy to ensure **systemic sustainability**



Realisation of SU
vision and mission

Stellenbosch University will be Africa's leading research-intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society



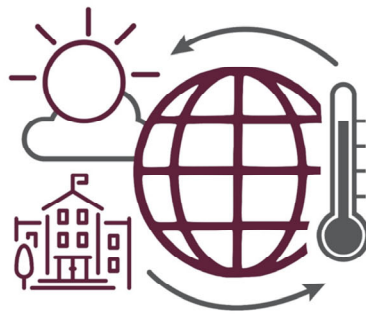
The RC comprises these **4** divisions:

- 1. Strategic Initiatives (SI):** Responsible for identifying ways to lead and roll out of identified strategic interventions and includes the management of the Strategic Fund and monitoring and evaluation of the overall SU strategy
- 2. Information Governance (IG):** Established to enhance data-analysis, business
- 3. Stellenbosch University International (SUI):** Facilitates internationalisation thro
- 4. Corporate Communications (CCD):** Supports institutional development and missio

A THRIVING STELLENBOSCH UNIVERSITY

Joining GAUC

- A significant step for SU this past year was joining the Global Alliance of Universities on Climate (GAUC)



Joining ISCN



100

- GAUC was formed in January this year in Davos, Switzerland with
 - GAUC will pursue its missions of advancing climate change solutions
 - Through joint research GAUC will encourage and strengthen bi
-
- The mission of the GAUC is to advance climate change solutions through research, education, and
 - The VC and Rector of SU will serve on the GAUC Board of directors, the DVC: S&I will serve

A THRIVING STELLENBOSCH UNIVERSITY

Faculty renewal

- SU embarked on renewal strategies for Faculties of Education and Arts and Social Sciences after it was indicated in the SU's Institutional Plan 2017-2022 that these faculties were at the risk of not being sustainable



Faculty of
Education



Faculty of Arts and
Social Sciences

- DVC: S&I coordinated the renewal process, including a comprehensive
- It dealt with existential matters ranging from:
 - the underlying reasons for the current financial situation
 - their optimal functional structures
 - identifying and strengthening financially viable modules
 - academic programme renewal
 - commercialisation possibilities
 - change management
 - possible re-organisation

Faculty renewal:

1.1.1 Faculty of Education

- Relocation of Sport Science from FED to Faculty of Medicine and Health Sciences from 1 January 2019
 - Curbing expenditure on low-income modules
 - New tuition fees for BEd and BEd Hons programmes phased in (to contribute R11.3 m by 2022)
 - Stellenbosch University Centre for Pedagogy (SUNCEP) moving towards being fully self-funded
 - An amended business model for the Centre for Higher and Adult Education
 - Commercialisation of Unit for Educational Psychology
 - Academic programme renewal
 - New fee structure for Master's from 2019

1.1.2 Faculty of Arts and Social Sciences

- No deficit spending
- Cut-backs on: Dean's incentive for publications, postgraduate bursaries, *ad hoc* expenses on tutors, and *ad hoc* staff in Music Department
- Increased fees implementation
- New fee structure for Masters' from 2019
- Undergraduate module consolidation and throughput
- No intake for master's programmes with less than 10 enrolments
- Commercialisation of Adam Small Theatre Complex
- Central availability of Conservatorium and other lecture spaces at competitive tariffs



STRATEGIC MANAGEMENT INDICATORS: DEVELOPMENT PROCESS

- Feb 2019: Provisional SMIs included in Draft Strategic Plan
- May 2019: RC's refine provisional SMIs
- June – July 2019: Division Information Governance (IG) analysed provisional SMIs
- July 2019: IG gives feedback to Rectorate and deans at Executive Planning Forum
- July – August 2019: Intensive workshops on SMIs for every theme
- Sep 2019: Refined list of SMIs, with specific focus on definitions, presented to Rectorate
- **To follow:**
 - **Definitions to be finalised**
 - **Data to be sourced and analysed for every SMI (to determine data quality and baseline)**
 - **Targets to be set**
- Please note: emphasis on **strategic** indicators and operational indicators will still be used



SMI: A TRANSFORMATIVE STUDENT EXPERIENCE

Goal:

Strengthen strategic enrolment management to enhance access, broaden participation, achieve inclusivity and maintain SU's reputation as university of choice

Measures:

- Throughput rate % for undergraduate bachelor students (three year duration)
- Throughput rate % for undergraduate bachelor students (four year duration)
- Throughput rate % for Master's students
- Median duration to graduate with a Master's degree
- Throughput rate % for Doctorate students
- Median duration to graduate with a Doctoral degree
- Composition of total student body (% BCIA)
- Student success rates (undergraduate and postgraduate; HEMIS based)
- First time first year students vs. enrolment planning targets (per faculty)
- % of enrolled students with disabilities



SMI: RESEARCH FOR IMPACT

Goal:

Increase research impact

Measures:

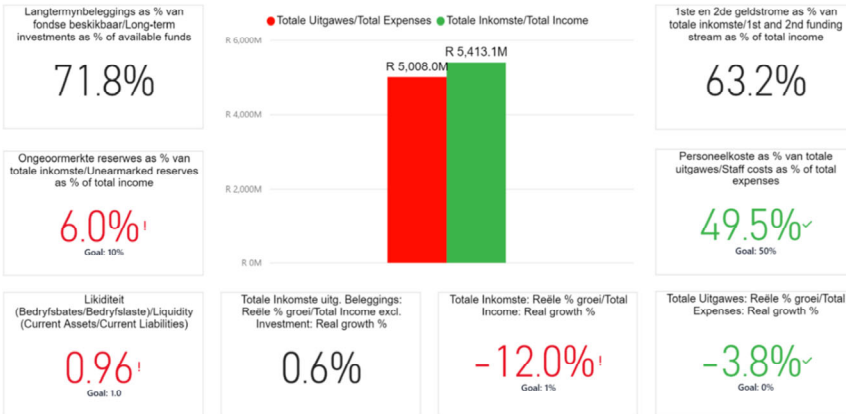
- Times Higher Education (THE) reputation votes
- Total number of SU articles published in Scopus journals per year
- Number of SU DHET accredited publication units per year
- Total masters degrees awarded per academic staff member per year
- Total doctoral degrees awarded per academic staff member per year
- Field-normalised citations

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Institutional financial sustainability

Jaar / Year
2018

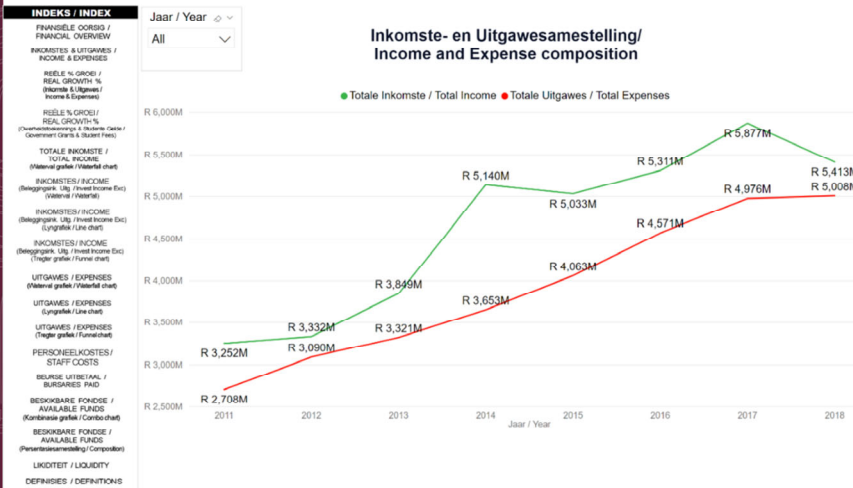
Inkomste en Uitgawes vir 2018 Income and Expenses for 2018 Geïntegreerde Jaarverslag Data Integrated Annual Report Data



- Following the approval of Vision 2040 and the Strategic Framework (2019-2024), it has been a
- The Information Governance Division, in collaboration with the Finance Division, embarked on
- The dashboard implementation permits drilling down into each indicator to see the current status

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Institutional financial sustainability



A THRIVING STELLENBOSCH UNIVERSITY (continued)

Crafting a focused SU Internationalisation Strategy

- The Strategy aims to facilitate an institutional commitment to integrate an international and intercultural dimension into all aspects of the SU, guided by SU's values



S
100

- A draft SU Internationalisation Strategy was approved by the Rectorate in principle in June 2019 with the recommendation of further consultation within the university
- Strategy intends to also consolidate the university's standing as a reliable global role-player and preferred partner in Africa.
- The Strategy provides a framework that:

- integrates an international dimension into all relevant institutional policy and revision processes;
- differentiates between and brings focus to new opportunities and the existing wide range of internationalisation activities in the institution;
- drives the agenda for agile and adaptable responses to international opportunities; and
- facilitates collaboration within the broader SA Higher Education context in support of the development of and participation in international partnerships and internationalisation opportunities and in recognition of national imperatives.

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Revised regulations for the SU Strategic Fund

- The RC S&I reviewed and amended the regulations governing the SU's Strategic Fund, which was approved by the Rectorate
- First round applications considered
- It provides for **three categories** of applications:



In total **27** projects were approved for consideration in Round 2.
The Committee will meet on 31 October to make the final allocations.



Category A: Strategic Initiatives: those that have a significant impact on the realisation of the ur

Category B: Strategic "high rise" and "public squares" projects: It encompasses large cooperativ

Category C: Strategic appointments: It is linked to the Vice-Chancellors Personnel Fund and ain

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Roll-out of new vision and strategic framework

- After approval of Vision 2040 and the Strategic Framework 2019-2024, a **comprehensive communication plan** was developed and implemented to allow for strategy-uptake
- **Encompassed core messages** in all SU media e.g. corporate newsletter, website, electronic toolkit and visually incorporating elements of the vision into public spaces and meeting rooms

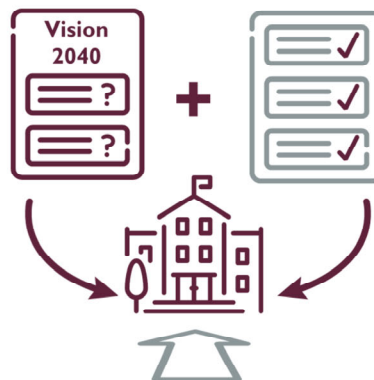


- The visual roll-out was coupled to wide ranging institutional engagement and consultations to
- In this regard the RC is working closely with faculties and PASS divisions to determine the mo
- The intention is also to roll this out to student communities, in collaboration with the Division 1

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Strategically aligning the SU brand

- Following the approval of Vision 2040 a brand perception audit was undertaken
- The results and recommendations



- The Rectorate received a presentation on the results and recommendations of the overall brand



 UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY **100**
1918 - 2018





There is only one
Stellenbosch University



So there can only be one Stellenbosch University **BRAND**

- Hence the recommendation for SU to go the route of a monolithic brand.
- The Rectorate accepted the recommendation and this decision was announced to staff at the General Staff meeting held on 27 August 2019 in the Adam Small theatre complex.
- The next step is to refresh the current brand architecture and brand positioning to best reflect the university's future aspirations as captured in the *SU Vision 2040 and Strategic Framework 2019–2024*. The aim is to complete this process by end of 2019 for implementation in 2020.

In line with a Rectorate decision, the Centenary visual identity remains the formal institutional branding until the brand architecture processes have been concluded.



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100
1918 · 2018

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Research and innovation in the media

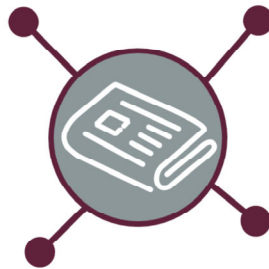
In terms of the media monitoring agency PEAR's dataset, SU consistently generates some of the highest number of news reports compared to our closest competitors, University of Pretoria and the University of Cape Town:

In March **SU** scored the **highest number** of news reports with the **University of Pretoria (UP)** **second** and **University of Cape Town (UCT)** **third**. **SU** also generated the most research coverage for March, with more than **558** clips overall. **UCT** followed with **437** clips, and **UP** with **385**.

In July, SU managed the second highest number of clippings for Research and Innovation, and again claimed top-spot in **August** in this category.

The dataset for May showed that SU generated the **second-most** research and innovation coverage.

In June, **SU** again advanced to the **first** position, with **UCT second** and **UP third**. (July figures are released during August.)



- Academic staff continue to make SU research accessible to external audiences by writing thought leadership pieces for The Conversation, yielding more than 171 000 reads in the reporting period.

A THRIVING STELLENBOSCH UNIVERSITY (continued)

SU and World University Rankings

SU is ranked **3rd** in South Africa out of **nine** universities on Times Higher Education World University Rankings 2020.

This places SU in **top 1%** of universities globally.



In **Times Higher Education** Emerging Economies Ranking 2019,

SU came **24th** out of **442** universities.



In terms of the **BRICS** members SU is the country's **"top riser"** among the **six** leading universities in South Africa.



- SU also participated this year for the first time in the Association of Commonwealth Universities' (ACU) annual online benchmarking exercise/surveys. ACU Measures enables universities to compare their current practices and policies with their peers, supporting senior university management in decision-making and strategic planning. Participating in ACU Measures has several benefits.
- SU will be able to benchmark its performance in a confidential and non-competitive way and will receive information about performance on a range of areas that can tracked over time, demonstrating the impact of changes.
- The ACU membership spans over 500 universities across 50 countries.



TIMES HIGHER EDUCATION WORLD UNIVERSITY RANKINGS 2020

INSTITUTION	RANK		
	2018	2019	2020
University of Cape Town	171	156	=136
University of the Witwatersrand	251-300	201-250	=194
Stellenbosch University	351-400	301-350	251-300
University of KwaZulu-Natal	401-500	401-500	401-500
University of the Western Cape	601-800	601-800	601-800
University of Johannesburg	601-800	601-800	601-800
University of Pretoria	601-800	601-800	601-800

Stellenbosch University's rank improved from 301-350 in 2019 to 251-300 on the *THE* WUR 2020. Stellenbosch University is ranked third in South Africa, with the University of Cape Town in the first place and the University of the Witwatersrand taking second place.

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Compliance with Access to Information and Privacy legislation

- Personal information is used throughout the entire institution



SU is committed to giving effect to the constitutional rights of access to information as per the **Promotion of Access to Information Act (Act 2 of 2000) (PAIA)** and privacy **Protection of Personal Information Act 4 of 2013 (POPIA)**





A TRANSFORMATIVE STUDENT EXPERIENCE (continued)

In- and outbound student mobility

- The following initiatives took place during the past year:

SRC visit to the University of Ghana:
17-22 October 2018,
5 SU SRC members accompanied by Dr Nico Elema and Mr Anele Mdepa

Stellenbosch students visited American University in Cairo, Egypt:
The ResLife Programmes hosted 9 SU students from 20-31 March 2019

Warwick in Africa teachers Training Conference:
In October 2018 the Global Education Centre hosted the conference in collaboration with the Mathematics Department and the Centre for Prospective Students. 23 teachers attended.

A TRANSFORMATIVE STUDENT EXPERIENCE (continued)

Growing SU's international students

	Non-degree		UG		PG		TOTAL	
SADC	45	3.4%	646	74.9%	1 193	61.2%	1 884	45.7%
Africa non-SADC	73	5.6%	46	5.3%	426	21.9%	545	13.2%
OUTSIDE AFRICA	1 190	91.0%	170	19.7%	330	16.9%	1 690	41.0%
TOTAL NON-SA CITIZENS	1 308		862		1 949		4 119	
INTERNATIONAL STUDENTS: TYPE OF ENROLMENT	31.8%		20.9%		47.3%			
% STUDENTS FROM AFRICA OUT OF ALL INTERNATIONAL	9.0%		80.3%		83.1%		59.0%	
% INTERNATIONAL STUDENTS OUT OF ALL STUDENTS	76.9%		4.3%		18.4%		12.8%	

NATIONAL AVERAGE: 7%



PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

Growing SU's international students



S
100
2019-2029

- RC S&I is working purposefully to position SU as a significant role-player in higher education on the continent and strengthening our global reach
- To this end, the **RC is deliberately pursuing strategic collaborative networks with academic and research partners among BRICS member states** (current specific focus on India and China)
- **The RC concentrates on further deepening and enhancing the relationships with institutions that share SU's research-driven mission**

- **Universities of KU Leuven, Bath and Coventry**
 - During December 2018, March 2019 and April 2019, dignitaries from these universities visited SU in various capacities



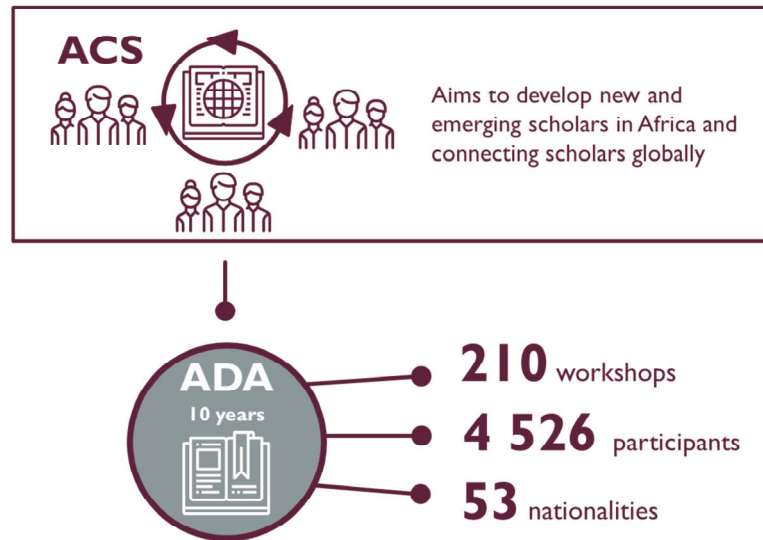
RESEARCH FOR IMPACT

SU on the African continent

SU currently has more than **120** collaborative projects in **30** countries on the African continent with approximately **100** institutions who benefit from our research programmes and established network of teaching and learning



RESEARCH FOR IMPACT (continued)



African Centre for Scholarship (ACS)

- **Aims to develop new and emerging scholars in Africa and connecting scholars globally**

African Doctoral Academy (ADA)

- Of significant importance during the past year, was the 10th anniversary of the African Doctoral Academy (ADA), celebrated on Africa Day
- ADA aims to strategically support, strengthen and advance doctoral training and scholarship on the continent across disciplines
 - During the past ten years, through its annual

Summer and Winter Schools, ADA has presented **210**
workshops attended by **4 526** participants from **53**
nationalities



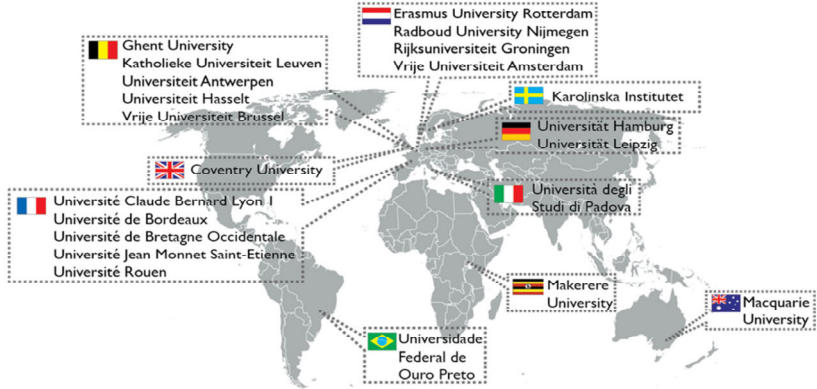
RESEARCH FOR IMPACT (continued)

Joint Doctoral Schools

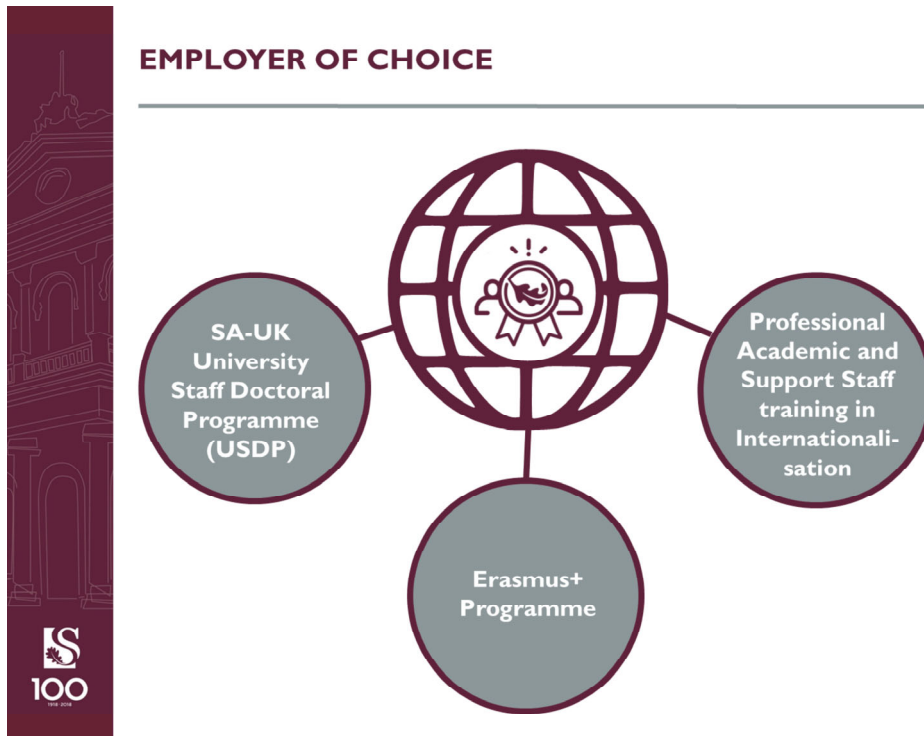
- The establishment of Joint Doctoral Schools is a significant milestone in the expansion of SU's purposeful partnership network
- It is a significant development in advancing doctoral training on the continent

Joint Doctoral Degrees:

Agreements with 23 universities internationally



EMPLOYER OF CHOICE



In addition to promoting collaboration and entrenching partnerships between SA universities and universities in the UK, the relationship supports permanent university staff members to achieve doctoral degrees in a maximum time of 4 years.

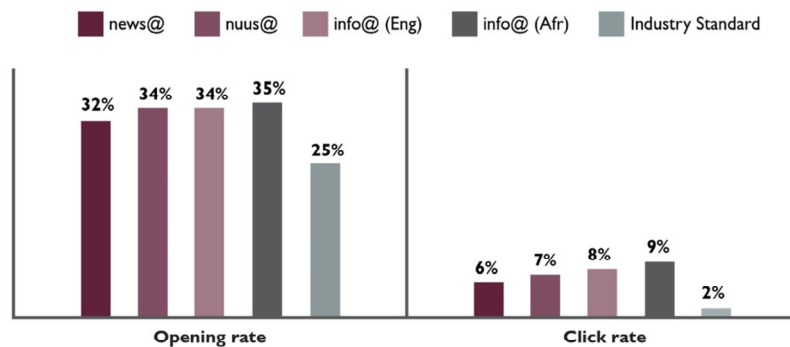
ix support staff members formed part of RC S&I's first "Support Staff Development programme" in close collaboration with the HR Division. After preparation sessions in Stellenbosch, the group participated in a visit (6 – 13 October 2018) to the KU Leuven, Belgium and the University of Leipzig, Germany for training workshops in internationalization.

This grant programme, supported by the EU, aims to support staff and student mobility between bi-lateral partner institutions within the EU, as well as between a university in the EU and a bilateral partner elsewhere in the world.

CROSS-CUTTING SUPPORT THROUGH INTEGRATED COMMUNICATIONS

Internal and external communication

- #Sugrad campaign
- Internal communication newsletters:



#SUgrad, a graduation communication campaign was developed with the aim of keeping graduates and guests informed about processes regarding graduation

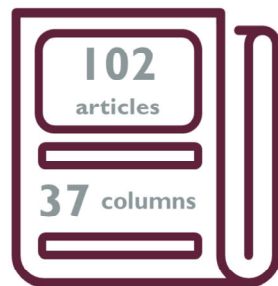
Internal communication: 12 editions of @StellenboschUni and six editions of news@StellenboschUni were distributed during the reporting period.

The **opening and click rates** of these newsletters have increased since the previous reporting period, indicating that more people read the newsletters. A staff website is also used for communication.

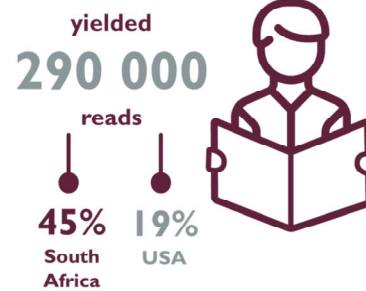
CROSS-CUTTING SUPPORT FOR THE STRATEGIC THEMES

Media coverage

- During the reporting period, SU yielded good media coverage
- Thought leaders and students produced more than



The Conversation



- During the reporting period, SU yielded good media coverage
- Some articles included:
 - *SU plans to expand Innovus within Stellenbosch Smart City (Engineering News, Eikestadnuus, Cape Times)*
 - *SU represents Africa in Global Alliance of Universities on Climate (Cape Times)*
 - *Stellenbosch University starts with the training of data engineers (Engineering News, BizCommunity)*



CONCLUSION

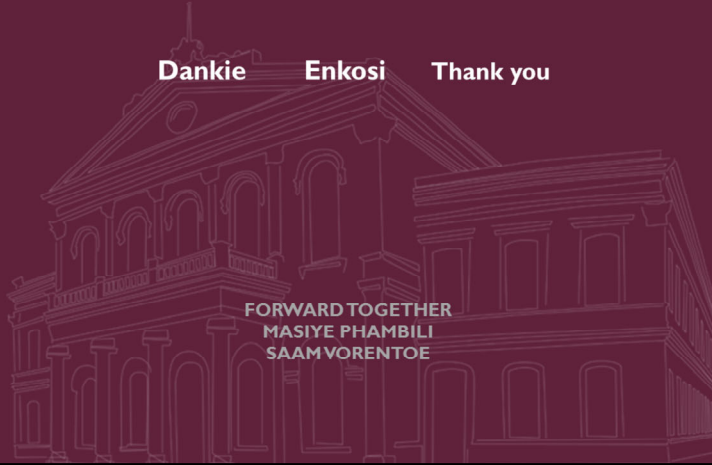
1. Continue Phases 2&3 of strategy implementation
(Process, Structure, Policies and Monitoring and Evaluation)
2. Implementation of SU Internationalisation Strategy
3. Strategic positioning, refreshing and aligning the SU Brand
4. Finalise the SBA's in a dashboard and enhance the business intelligence platform to inform all levels of decision-making



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100
1918 - 2018

Dankie Enkosi Thank you



FORWARD TOGETHER
MASIYE PHAMBILI
SAAMVORENTOE