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2019 ANNUAL REPORT TO COUNCIL FOR THE RESPONSIBILITY CENTRE: STRATEGY AND INTERNATIONALISATION

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DVC: Strategy and Internationalisation

10 September 2019

**FORWARD
TOGETHER**

**SAAM
VORENTOE**

**MASIYE
PHAMBILI**

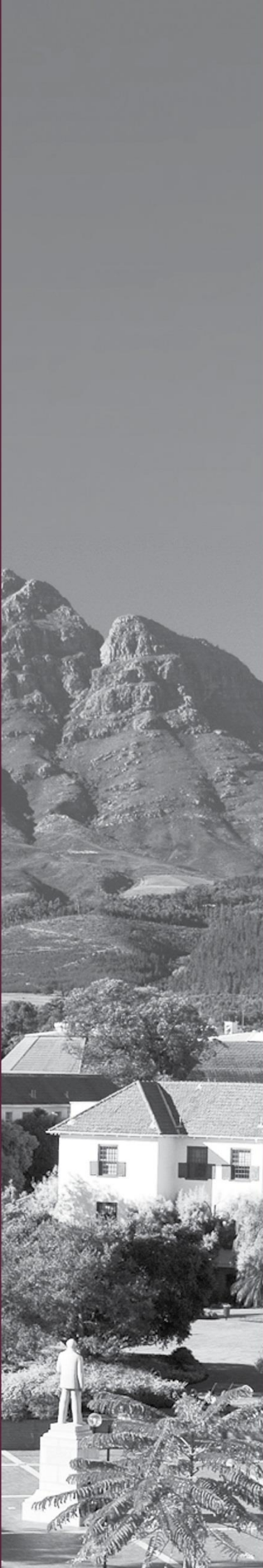


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EXECUTIVE SUMMARY

The Responsibility Centre: Strategy and Internationalisation has advanced the ongoing SU strategy up-take process from conceptualisation to operationalisation – following Council approval of Vision 2040 and Strategic Framework 2019 – 2024 in June 2018 (<http://www.sun.ac.za/english/about-us/strategic-documents>). Not only has the RC succeeded during this reporting period in guiding the crafting of the detailed operational plan, referred to as the Strategic Plan 2019 – 2014, but it facilitated the co-creation of university wide integrated Environment Plans to deliver on the institution's core strategic themes, thus ensuring optimum alignment of key activities to the institution's overarching strategic objectives and priorities.

Mindful of the competing institutional priorities for the current year and the immediate future, RC S&I gave much attention to the review and amendment of the regulations governing the university's Strategic Fund. The revised regulations were approved by the Rectorate on 9 April 2019 and the reviews of the First Round applications for 2019 were completed on 28 August 2019.

To further support the vision and strategy, we are in process to finalise the dashboard of Strategic Business Indicators (SBI's) to track our progress with the strategy implementation over the next 5 years.

For the period under review, the institution has made significant strides along its journey towards Protection of Personal Information (POPIA) compliance. Most notably, based on the input and recommendations of RC S&I on the revised national Regulations Relating to the Protection of Personal Information (released on 14 December 2018), the Rectorate approved an institutional Data Privacy Regulation which came into effect on 1 March 2019.

With reference to its future-fit internationalisation endeavours the RC has made significant progress in expanding SU's international partnerships and collaborative networks, raising the university's international standing and engagements in line with the aspiration to provide a transformative learning experience for all its students, heightening its global relevance and building international SU brand recognition. This drive is institutionally supported via the approval of the Stellenbosch University Internationalisation Strategy by the Rectorate on 27 August 2019 after consultation with stakeholder groupings across the university.

Following the approval of Vision 2040 and the Strategic Framework 2019 – 2024, it has become imperative to assess whether the current SU visual identity and strategic messaging optimally articulate the institutions future vision and aspirations. During the reporting period the brand perception audit was undertaken as part of the brand valuation exercise. It entailed an extensive audit about the perceptions held about the brand among key SU stakeholder groups. This process has been executed with the assistance of an external agency, Brand Finance, renowned internationally for their work in the field of brand development and brand management.

Through the focused activities of its four divisions the RC has succeeded in the reporting period in making a significant contribution to the achievement of the university's core strategic themes: a thriving Stellenbosch University, a transformative student experience, purposeful partnerships and inclusive networks, networked and collaborative teaching and learning, research for impact, and employer of choice.

ACKNOWLEDGEMENTS

The success of any entity relies heavily on the quality and commitment of staff. This report is a culmination of the work done by the four divisions reporting in this RC. I express my sincerest appreciation to each and every one of the staff members of our RC, and in particular the four Senior Directors who lead the four divisions – Prof Ian Cloete (Information Governance), Mr Robert Kotze (SU International), Dr Phumzile Mmope (Corporate Communication) and Dr Barbara Pool (Strategic Initiatives). In addition, a great thank you to my personal assistant, Ms. Hazel Alexander, and our RC manager (appointed 1 March 2019), Mr Mohamed Shaikh, for continued support beyond the call of duty.

To Prof Wim de Villiers, Rector and Vice-Chancellor, for providing the space to grow this RC, my fellow rectorate members for their support, and to the university community for valuable input.

I. INTRODUCTION AND CONTEXTUALISATION

The intent of the RC Strategy and Internationalisation is to highlight the importance of strategy to ensure systemic sustainability and to position internationalisation as a strategic imperative within the university.

From an operational perspective, the portfolio focuses on the strategic positioning of Stellenbosch University (SU) to flourish as a 21st century university by retaining its relevance and increase its agility and responsiveness in the highly competitive and ever-changing national as well as global higher education market. It does so by aligning and integrating the environment plans of the faculties, departments, centres and support divisions across the university and ensuring that the university keeps its focus on becoming the leading research-intensive university on the African continent with global reach.

Internationalisation is another salient focus of the RC. At Stellenbosch University, Internationalisation is embodied by a purposeful institutional commitment to integrate an international, intercultural and global dimension into all aspects of the university with the strategic aim to advance research and innovation, learning and teaching in service of society. Through this, the portfolio aspires to elevate and propel SU to be an internationally recognized research-intensive institution.

In the knowledge economy with its strong reliance on data, information is a key asset and valuable resource – specifically to facilitate informed decision-making and strategic planning. In line with this global trend, the RC utilises key strategic indicators to develop a sound basis for knowledge management and monitoring and evaluation of the progress on the university's core strategic themes. It strives to consolidate all essential information and key data in a way that it is not only accessible, but serve to inform key business decisions in the fast developing world of higher education. Thus the RC is not only instrumental in developing the institutional yardsticks for deliverables, but also consistently monitors progress in achieving the agreed-upon key strategic objectives as articulated in the university's Strategic Plan (2019-2024).

It stands to reason that the activities of the RC has a direct bearing on the image and reputation of the university, locally and internationally. This has been aptly demonstrated during the Centenary Celebrations of the university during 2018 (and for a large part during 2019). Given the close (an at times leading) impact that the activities of the RC S&I exercise on the image and reputation of the university, it made operational sense that the RC also incorporates and takes responsibility for institutional communication in all its manifold nuances. This decision was made by the Rector and VC, and Corporate Communication Division became part of RC S&I on 1 April 2019.

The cross-cutting responsibilities of the RC are intrinsically aligned to support and enhance the six core strategic themes of the university: a thriving Stellenbosch University; a transformative student experience; networked and collaborative teaching and learning; purposeful partnerships and inclusive networks; research for impact; and employer of choice. In keeping with the institutionally accepted approach, this report will reflect on the activities of the RC S&I during the reporting period in relation to the said core strategic themes.

I.1 The Divisions of the RC

The RC comprises the following four divisions: Stellenbosch University International (SUI), Division for Strategic Initiatives (SI), Information Governance Division (IG) and Corporate Communication Division (CCD).

The Division for Strategic Initiatives (SI) is responsible for finding ways to lead and roll-out identified strategic interventions. It coordinates, plans and manages both strategy development and strategy planning, as well as execution and reporting, in an integrated manner. This includes the management of the Strategic Fund and the envisaged unit for monitoring and evaluation of the overall SU strategy and related aspects.

Information Governance (IG) with its three centres for Institutional Information, Student Information System Support and Business Intelligence, support institutional strategy, planning and policy development. The Information Governance Division (IG) significantly enhance data-analysis, business intelligence and scientific modelling to support strategic decision-making, scenario planning and future projections relating to key aspects of the institution's systemic sustainability.

Stellenbosch University International (SUI) facilitates internationalisation through a comprehensive process involving faculties and support environments with the aim to achieve purposeful multilateral alliances and bilateral partnerships with a focus on Africa and other strategically identified partners – contributing to innovative and transformative scholarship, international collaboration and new knowledge economies locally, regionally and globally. Furthermore, SU International engages with the international and domestic student community through global education interventions for a transformative student experience, all supported by a dedicated services platform.

Corporate Communications Division (CCD) supports the institution through its Integrated Communication Strategy (ICS). The latter provides for a multi-pronged approach that serves the university's strategic objectives in a cross-cutting manner by focusing on positioning the SU brand favourably, providing integrated communication processes and programmes, and optimising the use of digital communication platforms. The following is a visual presentation of the value proposition of the RC: S&I.

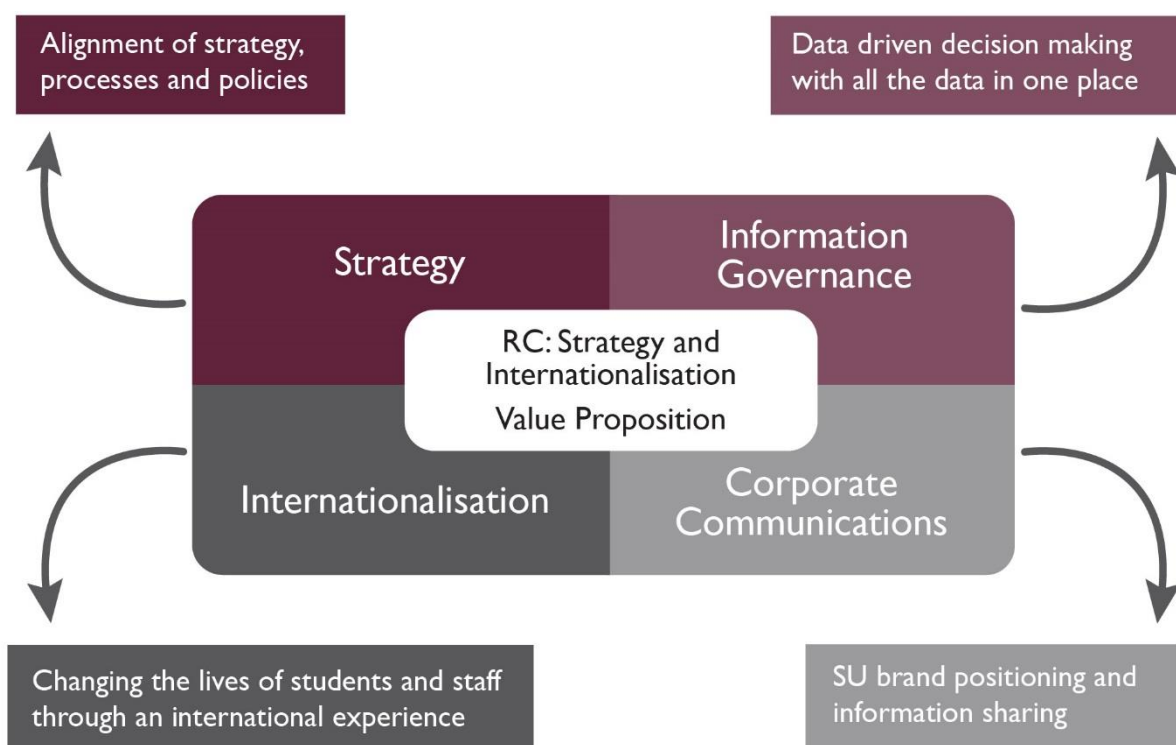


Figure 1. A visual presentation of the value proposition of the Responsibility Centre: Strategy and Internationalisation

1.2 Supporting the institutional strategic objectives

Flowing from the preceding contextualisation of the work and mandate of the RC, the role of its four divisions in support of the attainment of the university's strategic objectives can be summarised as follows:

- Aligning Vision 2040 and the Strategic Framework 2019-2024 (with its enabling Strategic Plan) across the university - inclusive of values, characteristics, core strategic themes, strategic institutional objectives, SU's aspirational business plan and performance indicators.
- Changing the lives of our students and staff through transformative international experience (abroad and at home)
- Providing access to integrated data for planning and decision-making
- Positioning the SU brand as a significant role player in higher education in Africa and Internationally and sharing of information

2. THEME: A THRIVING STELLENBOSCH UNIVERSITY

In our Vision 2040 and Strategic Framework 2019–2024 we state the following in relation to this core strategic theme: “To make SU a thriving organisation, we envisage a vibrant, prosperous and systemically sustainable university (with ‘thriving’ defined as ‘being successful or making steady progress; prospering; flourishing’).

2.1 Systemic sustainability

In line with international best practice S&I approaches systemic sustainability from economic, ecological and social perspective. Economic pertains to financial prudence, restraint and entrepreneurial aspects of the institution; social refers to inclusion, staff and student wellness and social cohesion; and ecological refers to green initiatives in our operations and curricula to safeguard and preserve our physical environment. This approach is congruent with the university's Policy on Integrated Management of Sustainability.

2.1.1 Joining the Global Alliance of Universities on Climate (GAUC)

Based on its stellar research performance and formidable research capacity SU was invited in May of this year to join the Global Alliance of Universities on Climate (GAUC). The Global Alliance of Universities on Climate (GAUC) was formed in January 2019 in Davos, Switzerland during the annual meeting of the World Economic Forum with the goal of collaboration on promoting measures to support the United Nations conventions on climate change and Sustainable Development Goals. The following twelve universities forms GAUC: Australian National University; University of California Berkeley; University of Cambridge; Imperial College London; London School of Economics and Political Science; Massachusetts Institute of Technology; University of Tokyo, Tsinghua University, Stellenbosch University, Federal University of Rio de Janeiro, Indian Institute of Science, and Sciences Po.

The mission of the Global Alliance of Universities on Climate is to advance climate change solutions through research, education, and public outreach, and to partner with industry, non-profit and government organizations to promote rapid implementation from local to global scales. GAUC will pursue this mission by promoting exchange and cooperation among member universities and providing leadership of global higher education efforts addressing climate change. Individual members of the Alliance must have a firm and **institution-wide commitment to green initiatives** across the spectrum of their operations.

Through joint research GAUC will encourage and strengthen bilateral or multilateral cooperative research among members on key scientific, technological and economic policy issues related to climate change so as to promote scientific awareness, technological innovation and policy development accordingly. GAUC will encourage research on climate change solutions that address global sustainable development goals and reduce impacts on the world's most vulnerable populations.

In the broader societal context GAUC will promote rapid implementation of technological and policy solutions that will reduce emissions of greenhouse gases and reduce the negative impacts of climate change on society.

The VC and Rector of SU will serve on the GAUC Board of Directors, under the co-chairship of the presidents of Tsinghua University and Imperial College of London Economics; the DVC: S&I will serve on the Executive Committee of the Alliance (also represented SU at the inaugural executive meeting of GAUC in Beijing at the end of May 2019) and Prof Guy Midgley, an eminent SU researcher in the field of climate will serve on the Academic Council. The next executive meeting will be held during the 2019 United Nations Framework Convention on Climate Change (COP25) between 2 and 13 December 2019, and the Board of Directors' meeting during January 2020 at the World Economic Forum in Davos. We are already seeing the benefits emanating from the GAUC network. Prof Wim de Villiers and Prof Hester Klopper will visit Tsinghua University and other Chinese universities during 14 and 22 October 2019 and the executive team from Tsinghua University will visit Stellenbosch University during the week of 23 to 29 November 2019.

2.1.2 Faculty renewal

Following the drafting of SU's Institutional Plan 2017-2022 that indicated that the Faculties of Education, and Arts and Social Sciences were at risk of not being sustainable, the SU Rectorate decided to embark on a renewal strategy for the two Faculties with a focus on systemic sustainability as a strategic imperative.

This process was coordinated by the office of the DVC. It was delegated as a strategic initiative by the Rectorate as it necessitated a comprehensive review of the activities and academic realities of the two faculties identified being 'at risk' which entailed among others a thorough analysis of all operational aspects guided by a Steering Committee (and its subsequent Working Groups) to deal with existential matters ranging from the underlying reasons for the current financial situation of the two faculties, their optimal functional structures, identifying and strengthening financially viable modules, academic programme renewal, commercialisation possibilities, change management and possible re-organisation. SU Council approved the proposed renewal strategies for the two faculties on 2 December 2018 with the request that the Deans provide quarterly reports to the Rectorate on the progress made with an annual report to be submitted by November 2019.

Some of the key renewal activities that were implemented during the current reporting period, include the following:

Faculty of Education

- Appointment of Prof Mbulungeni Madiba as Dean of the Faculty of Education on 1 September 2019
- 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 the Unit for Educational Psychology
- Academic programme renewal
- New fee structure for Masters from 2019
- Possible re-organisation with reference to structure of FED

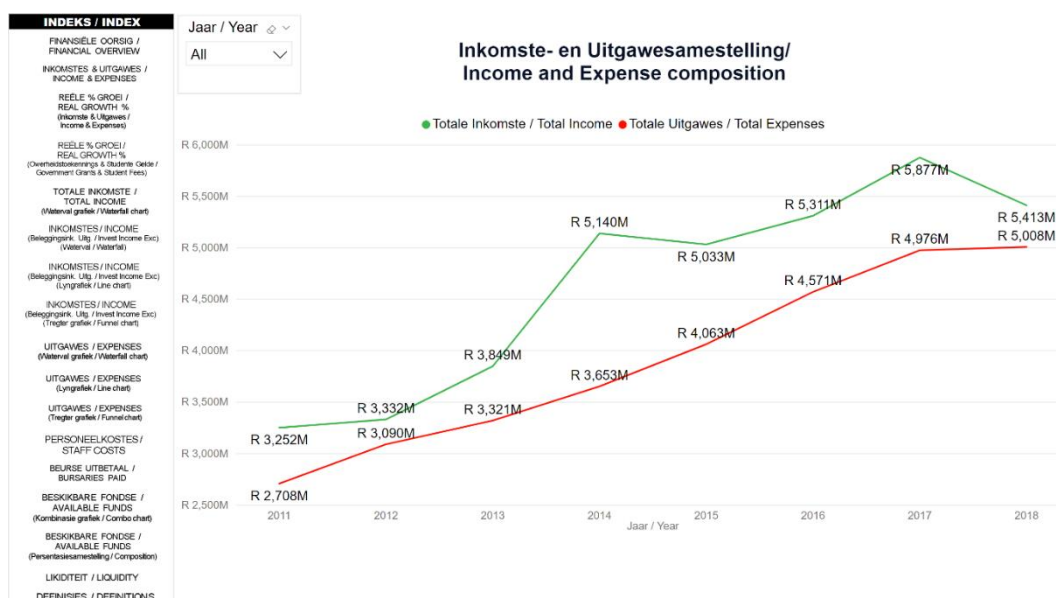
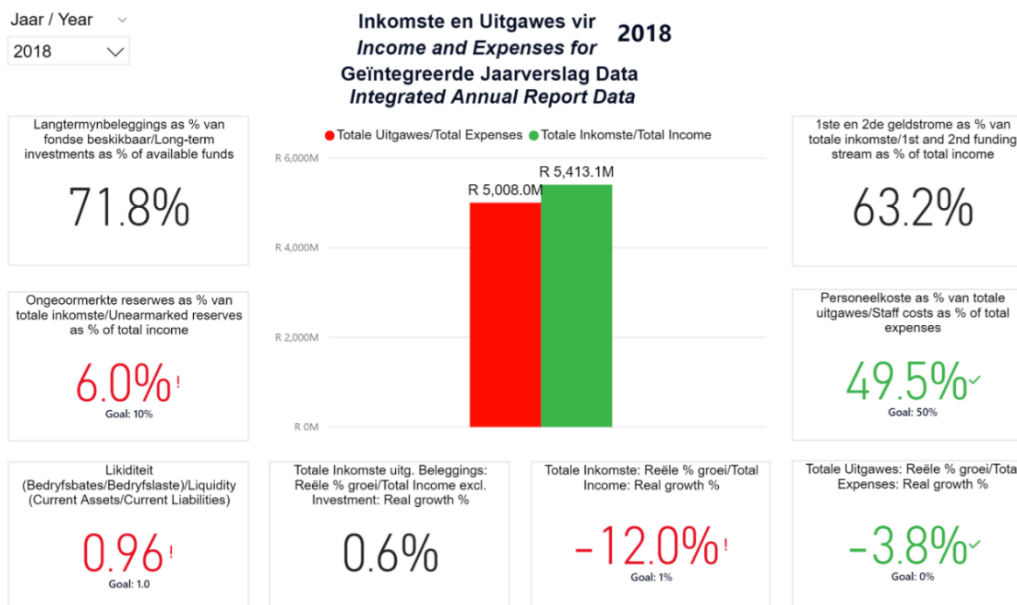
Faculty of Arts and Social Sciences

- 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 market related tariffs

2.1.3 Institutional financial sustainability

Following the approval of Vision 2040 and the Strategic Framework 2019-2024, it has been a focus of the RC to develop a dashboard of essential strategic indicators that will assist the university to stay on course in its mission to be the leading research-intensive university on the continent. An imperative at any given point in whatever strategic direction the university may choose, will always be its financial health. It is with this realisation that the Information Governance Division (IG), in collaboration with the Finance Division, embarked on developing a financial dashboard that displays important measures concerning the financial health and status of the institution. These measures are part of the university's dashboard of indicators. The dashboard implementation permits drilling down into each indicator to see the current status compared to its historical data. Targets for each indicator still need to be finally set by management, but preliminary values were defined to start off with.

The following figures show extracts of the dashboard.



RC S&I is currently in the process of consolidating the key strategic indicators and measures to be used in the SU dashboard for tracking progress according to the core strategic themes.

2.1.4 Sustainable academic programme design

Since the accreditation of a new academic programme is such a lengthy process, academics tend to focus on what is required to ensure successful accreditation, and only focus on implementation aspects once accreditation is a reality. This implies that financial planning, including student fees, direct costs and at times even detailed staff planning, was only considered in preparation for actual implementation.

It was hence decided to implement a more comprehensive way of evaluating new programmes by requiring that a financial sustainability report be included with new programme submission requests. The institutional forms for programme approval were amended to include detailed information on the financial implications of implementing the envisaged programme.

In order to assess the income (i.e. subsidy and student fees) and expenses (direct and direct expenses) of a new programme, RC S&I developed a quantitative management model with appropriate parameters, which can be configured to approximate the financial dimensions of the proposed programme using inputs obtained from the completed institutional forms for programme approval. A year by year representation is then automatically calculated indicating the net cash flow for a cohort of student intake for the duration of the proposed programme plus two years. Breakeven points, in terms of the number of students required to balance expenses against income, can also be obtained.

Between October 2018 and June 2019, sustainability reports of fourteen (14) new programme submissions at Stellenbosch University were compiled. The distribution of the programmes are as follows:

Table 1: Sustainable reports compiled for new programme submissions in 2019

TYPE OF PROGRAMME	NUMBER OF PROGRAMMES
Bachelors programme	2
Advanced Diploma	2
Postgraduate Diploma	7
Master's programmes	2
Doctoral programmes	1

Among the positive impact identified to date are:

- That more in-depth financial planning can occur when new programmes are conceptualised.
- By comparing programmes with possible equivalents, faculties are often made aware of direct costs they did not consider or costs that need to be incorporated in the student fees that would only have been noticed after implementation.
- Where the faculty manager is included in the planning process from an early stage, financial planning is done comprehensively, and thorough analysis can be provided.

The success of this initiative can also be ascribed to positive inter-divisional collaboration between Information Governance (IG) and the Centre for Academic Planning and Quality Assurance.

2.1.5 Crafting a focused SU Internationalisation Strategy

After the approval of the Concept Note on Internationalisation in 2018 (reported on in the previous Annual Report) the RC focused its attention on developing a strategy for internationalisation that will result in an institutional commitment to integrate an international and intercultural dimension into all aspects of the university, guided by SU's values of excellence, compassion, accountability, respect and equity.

The draft SU Internationalisation Strategy was approved by the Rectorate in principle on 19 June 2019 and recommended its further consultation with various environments within the university. A working group led by Prof Nico Gey van Pittius and coordinated by Mr Robert Kotze, developed the strategy with the continuous input from the Institutional Advisory Committee on Internationalisation (IACI). The document was discussed with all the relevant stakeholder groupings. The Stellenbosch University Internationalisation Strategy was approved by the Rectorate on 27 August 2019. Council can find the strategy as an attachment to the report.

The SU Internationalisation Strategy intends among others to: consolidate the University's standing as a reliable global role-player and a preferred partner in Africa; and provide 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

2.1.6 Implementing revised regulations for the SU Strategic Fund

Mindful of the competing institutional priorities for the current year and the immediate future, RC S&I gave much attention to the review and amendment of the regulations governing the university's Strategic Fund. The revised regulations were approved by the Rectorate on 9 April 2019 and First Round applications for 2019 are currently being considered.

The Strategic Fund focuses on initiatives that are aligned with the vision, mission and core strategic themes of the university, as outlined in Vision 2040 and the Strategic Framework 2019 – 2024, but cannot be accommodated in the university's main operational budget.

It provides for three categories of applications:

Category A: Strategic Initiatives: those that have a significant impact on the realisation of the university's vision and strategy, but initially cannot be supported via the normal funding mechanisms of the university.

Category B: Strategic “high rise” and “public squares” projects: It encompasses large cooperative transdisciplinary and cross-faculty research projects with exceptional potential to position SU as a world leader in a particular field of research, and has the potential to attract substantial external research funding and donations (“high rises”) over time.

Category C: Strategic appointments: It is linked to the Vice-Chancellor's Staffing Fund and aims to promote and accelerate diversity on all levels of the university, to expedite career progression for current CBIA-staff and to make targeted strategic appointments.

The Strategic Fund received 61 applications for consideration during Round 1. Of these applications twelve were in Category C (strategic appointments), five in Category B (strategic high-rise and public squares projects) and 44 in Category A (strategic initiatives). Apart from the scheduled committee meeting, an extraordinary meeting was held on 28 August in order to give due consideration to all applications and prioritise the conclusion of the 1st round of reviews. In total twenty-seven projects were approved for consideration in Round 2. The Committee will meet on 31 October to make the final allocations.

2.1.7 Gearing up for 2020

The Executive Planning Forum (EPF) held on 24 & 25 July 2019 pushed SU's planning for 2020 and beyond into a higher gear. Based on the shorter and more focused environment plans that are strongly tied to the overall institutional strategic framework and plan, the EPF was able to identify and agree on the crucial activities that will not only inform the institutional budget for the coming year, but also lay the foundation for current and new multi-year strategic projects that are indispensable to the realisation of Vision 2040.

2.2 Student-focused sustainability campaigns

Recognising the cross-cutting nature of RC S&I's responsibilities, the portfolio follows an approach of collaboration and co-creation with internal stakeholder groupings – spanning faculties and academic departments to divisions within the university's Professional Academic Support Services – to deliver on our overarching objective of systemic sustainability.

Given the international drive and urgency toward lower emissions, alternative energies and enhancing sustainability, RC S&I designed a welcoming pack for new students in 2019 focussing on systemic sustainability with an academic slant. The contents were collaborated with Facilities Management (FM) who have been pioneering green initiatives university-wide.

To keep sustainability top-of-mind among the student community our RC also conceptualised and implemented a #ThinkSUustainable campaign in collaboration with FM. It is focused on environmental sustainability and will run throughout 2019.

To launch the campaign, the following short videos were posted on the SU Facebook page:

- *Recycling heroes*, with a reach of 134 610 and 14 628 engagements. Local artists lent a hand with this music video on recycling and conservation. It turned out to be our best-performing post on Facebook in the reporting period, showing that our audiences are receptive to a fun perspective on a serious topic.
- *Recycling of bottles* enjoyed a reach of 9 227 and 442 engagements.
- Similarly, *Water sustainability at SU* (Facilities Management) had a reach of 12 780 and no less than 1 064 engagements.

We are currently liaising with Facilities Management on the design of an expanded overarching systemic sustainability plan for SU for the coming years with clear milestones and measurable objectives across the three terrains encompassing systemic sustainability.

2.3 Roll-out of the new vision and strategic framework

After the approval of Vision 2040 and the Strategic Framework 2019 – 2024 by Council on 18 June 2018, RC S&I turned its attention to the next phase of the approved strategic process: strategy uptake, scheduled for the period July 2018 to June 2019. It entailed, among others, conveying and visually propagating the new Vision and the Strategic Framework. This is done by means of a communications plan that includes core messages in all SU media, e.g. corporate newsletters, on the web, in an electronic toolkit etc. as well as visually incorporating elements of the vision into public spaces and meeting rooms.





Display in Administration Building A. Entrance from the Rooiplein into Administration Building A



Tables in Administration Building A

The visual roll-out was coupled to wide ranging institutional engagement and consultations to promote a shared understanding of the strategy and operationalising it in a way that elucidates the role and contributions of all key stakeholders. In this regard the RC is working closely with faculties and PASS divisions to determine the most effective applications for their respective areas. The intention is also to roll this out to student communities, in collaboration with the Division for Student Affairs and student leadership.

2.4 Crafting and implementing Strategic Plan 2019 - 2024

Subsequent to extensive engagements with the respective Responsibility Centres, Faculties and PASS environments, RC S&I led and coordinated the process to author an action plan to operationalise the Strategic Framework 2019-2024. This work culminated in the Strategic Plan that holds the promise of delivering on SU's bold vision of being the leading research-intensive university in Africa renowned globally for its academic and research excellence, inclusivity and innovation.

The Strategic Plan (SP) provides a guide for purposeful actions aligned to the core strategic themes, its implementation, consistent monitoring and ongoing measurement against SU's institutional goals. It speaks to: what are we doing? Why? How well? And to what effect?

The structure of the strategic Plan is as follows:

- Concise overview of each of the core strategic themes
- The institutional goals from the Strategic Framework 2018-2024 (quoted verbatim)
- Detailed table for each of the Core strategic Themes with Institutional objectives
- Actions for each of the objectives
- Indicators and measures

The SP with its measurable objectives provides a road map for SU's purposeful activities over the next five years.

2.5 Aligning Environment Plans with the Strategic Plan

The strategy-uptake phase has progressed to the next level of integration: aligning the framework for environment plans for Faculties and Professional Academic Support Service (PASS) divisions with the Strategic Plan. To assist with this process a number of facilitated workshops were held during May. Broadly, the workshops had three foci, i.e. understanding strategic leadership within the context of the new vision, mission and values; support in alignment of planning and the resulting environment plans with the six core strategic themes and actions listed in the Strategic Plan; and evaluating the extent of the alignment.

To further ensure the broader institutional alignment of key activities with the Strategic Plan, the respective RC's developed Environment Plans that indicated their priorities for the immediate and foreseeable future. These were integrated into a RC Environment Plan that was submitted to the faculties who in turn devised their individual Environment Plans aligned with the Strategic Plan and the integrated RC Plan. These have been assessed at the Executive Planning Forum (EPF) on 24 & 25 July 2019.

The EPF shifted SU's planning for 2020 (and beyond) into a higher gear. Based on the condensed and focused environment plans that are strongly tied to the overall institutional Strategic Framework and Plan, the EPF was able to identify and agree on the critical priorities that will not only inform the institutional budget for the coming year, but also lay the foundation for current and new multi-year strategic projects that are indispensable to the realisation of the Strategic Framework 2019-2024.

The alignment of the environment plans of the respective RC's, PASS environments and Faculties will form the basis of the SU Institutional Plan that needs to be submitted to the Department of Higher Education and Training in December when the IP 2020 – 2025 is due.

In the meantime, RC S&I in collaboration with the Registrar's Division, has commenced with an analysis of the extent of the current policies, rules, and regulations in order to initiate the process of alignment with the Strategic Framework. An action plan and timeline for addressing these needed alignments will be tabled with the Rectorate for approval and further implementation.

2.6 Strategically aligning the SU Brand

Following the approval of Vision 2040 and the Strategic Framework 2019 – 2024, it has become imperative to assess whether the current SU visual identity and strategic messaging optimally articulate the institution's future vision and aspirations.

During the reporting period the brand perception audit was undertaken as part of the brand valuation. It entailed an extensive audit about the perceptions held about the brand among key SU stakeholder groups. This process has been executed with the assistance of an external agency, Brand Finance, renowned internationally for their work in the field of brand development and brand management.

The Rectorate received a presentation on the results and recommendations of the overall brand valuation process on 20 August 2019. It clearly indicated that SU's institutional brand is competing with a myriad of other internal brands which not only leads to confusion, but it has a significant negative impact on the university's institutional 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.

2.7 Optimally managing reputational risk

Following the deluge of negative publicity and the public outcry that ensued after the publication of the infamous article in May by the Department of Sport Science, the RC has devised a crisis communication plan to effectively manage similar incidents in the future. To prepare SU personnel, Mr Alan Arguile, a communication expert conducted a Crisis Communication and Media Training Masterclass for the Division of Corporate Communications on 30 July, followed by a session with the members of the External Relations Committee and with members of the Rectorate scheduled for 30 September. In this way, the university's leadership will be familiar with the Institutional Crisis Communication Plan and empowered to deal effectively with the media during a crisis.

With due cognizance of the importance of the university's image and reputation among all stakeholders, it is imperative that the University has a structured framework for Reputation Monitoring and Evaluation, which will include the means to identify and manage reputational risk factors and facilitate effective risk management. Such a framework should go beyond the standard media-monitoring function which, although essential, is reactive rather than proactive.

For this reason, our media-monitoring partner, PEAR, is in the process of developing SU's Reputational Management Framework, which will be aligned with Vision 2040 and the Strategic Framework 2019-2024. Work on this began in July 2019, starting with an environmental scan aimed at identifying key reputation issues prevalent in higher education. This will lay the foundation for the next step, which is to define reputation issues and risks.

2.8 Research and innovation in the media

In terms of PEAR's dataset, SU consistently generates some of the highest number of news cuttings in research and innovation compared to our closest competitors, University of Pretoria and the University of Cape Town:

- In March Stellenbosch University (SU) scored the highest number of news cuttings with the University of Pretoria (UP) second and University of Cape Town (UCT) third. Of even greater importance in light of our positioning as a research-intensive university is that SU also generated the most research coverage for March, with more than 558 clips overall. UCT followed with 437 clips, and UP with 385.
- The dataset for May 2019 showed that SU generated the second-most research and innovation coverage.

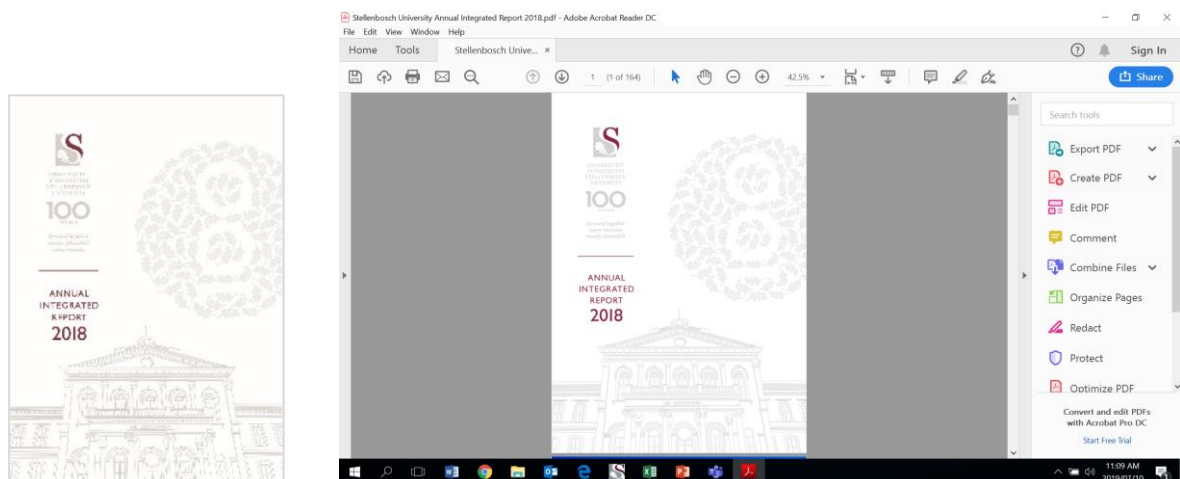
- In June 2019 SU again advanced to the first position, with UCT second and UP third.
- July saw SU generating the second highest number of clippings for research and innovation.
- In August SU again claimed the top-spot for generating the highest number of news clippings in this category.

See 8.5 of this report for more detail on SU's presence in the news and some of the research articles that generated wide public interest.

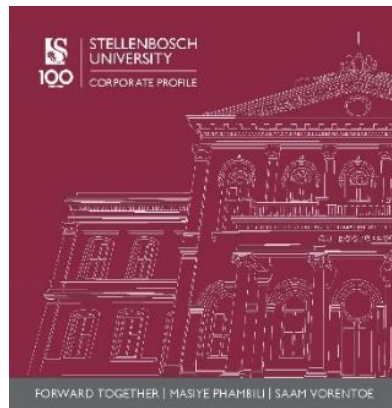
2.9 Driving a new institutional narrative focus

RC S&I strives to align all its activities with the SU Vision 2040 and Strategic Framework 2019-2024, and the corporate publications it produces are no exception. These publications, from the annual integrated report and the corporate profile to *Matieland*, are ideal vehicles to convey a new institutional narrative aligned with institutional messaging and strategic objectives.

The annual integrated report for 2019 will invariably reflect the new institutional vision, strategy and messaging. The Annual Integrated Report 2018 still encompassed the previous institutional intent and strategy, which were still in place during 2018. Council approved the report at its meeting of 18 June 2019 and it was submitted to the national Department of Higher Education and Training as per government requirement by the end of June.



The June 2019 edition of *Matieland* reflects the new vision, strategy and messaging. It focuses on the core strategic theme of a thriving Stellenbosch University. [Copies of the publications can be requested from Marjorie van Rooy at mvanrooy@sun.ac.za]



2.10 SU and the World University Rankings

Participation in world university rankings provides key indicators of SU's performance in relation to national and international universities. Although SU has a nuanced approach to international rankings – participating in some (like the Times Higher Education World University Rankings) and taking cognizance of others (like QS BRICS and CWTS Leiden Ranking) -- RC S&I has been working on deliberate action plans to improve SU's position. For the most part it entails providing the essential and correct information and data applicable to the criteria of the respective rankings. As a consequence SU has featured significantly better in the latest international rankings:

- 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. This places SU in the top 1% of universities globally. Below is the ranking of South African universities based on the *Times Higher Education World University Rankings (THE WUR)* released on 11 September 2019 in Zurich.

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

- The *Times Higher Education World University Rankings* are calculated from five pillars - a broad set of indicators which represents key areas in higher education excellence. These are: (1) Teaching: the learning environment; (2) Research: volume, income and reputation; (3) Citations: research influence; (4) Industry income: knowledge transfer and (5) International outlook: international staff, students and research collaborations. The following table provides the data for the indicators for the top universities in SA on the THE WUR for the period 2018-2020.

INSTITUTION	TEACHING			RESEARCH			CITATIONS			INDUSTRY INCOME			INTERNATIONAL OUTLOOK		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
UCT	30.5	31.7	33.2	36.2	41.5	42.8	87	87.2	90.3	88.5	87.6	85.3	81.1	82.4	81.8
Wits	26.6	27.7	31.2	23.2	40.8	43.2	76.5	81	78.8	99.9	100	100	69.8	74.2	73.7
SU	28.3	28.5	29.5	36.1	34.1	34.6	60	65.8	74.4	7.3	60.4	59.1	52.6	54	54.8
UKZN	25	24.6	25.4	30.8	28.7	28.7	49.8	60.9	70.1	41.2	38.3	36.8	59.3	55.9	55
UWC	18.8	17.3	18.3	17.6	19.3	20	35.9	42.9	60.3	33.3	34.3	34.4	60.8	61	62.1
UJ	19.3	19.3	19.7	23.5	26	25.8	36.3	36.9	42.5	42.7	40.2	40.4	55.6	60.4	69.2
UP	25.7	23.8	25.1	26.5	28.7	30.1	29.3	35.7	33	63.5	59.4	41.8	49.9	51	52

- On the *Times Higher Education* Emerging Economies Rankings 2019 SU has improved with 14 places and came 24th out of 442 universities
- In terms of the BRICS members SU is credited with being 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 enable 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 be tracked over time, demonstrating the impact of changes. The ACU membership spans over 500 universities across 50 countries.

2.11 Compliance with Access to Information and Privacy legislation

Stellenbosch University is committed to giving effect to the constitutional rights of access to information (as per the Promotion of Access to Information Act 2 of 2000 (PAIA) and privacy (as per the Protection of Personal Information Act 4 of 2013 (POPIA). Personal information is used throughout the entire institution — from our student application processes, to our payroll and individual research projects. Giving full effect to the constitutional right to privacy in all of the University's operations requires considerable training and awareness work and a range of supporting policies, procedures, and tools.

For the period under review, the institution has made significant strides along its journey towards POPIA compliance. Most notably, based on the input and recommendations of RC S&I on the revised national Regulations Relating to the Protection of Personal Information (released on 14 December 2018), the Rectorate approved an institutional Data Privacy Regulation which came into effect on 1 March 2019 and holds that our process owners apply and explain how they applied the principles listed therein. As POPIA has not been fully enacted, at the time of writing, the Data Privacy Regulation provides for an 18 month implementation period. All environments within the institution must be able to demonstrate compliance with the Data Privacy Regulation by the end of the implementation period (or by the formal comply-by date of POPIA if the national Information Regulator establishes an earlier date).

To help the institution address these compliance requirements, Information Governance has developed a workshop-based Privacy Impact Assessment (PIA) methodology (a South African and European legislative requirement) and is currently developing a digital self-assessment version and a training course that would enable environments to execute their own assessments. The IG has already executed several successful PIA workshops, for both individual research projects and PASS environments, this year.

Supporting the roll-out of the PIA methodology, we have also invested in the development of a procedure for the management of personal information-related incidents, breaches, and leaks. We

explored all other similar procedures throughout the institution (including those of the Contingency Committee) and engaged with key institutional stakeholders during the latter portion of 2018. We completed the preliminary design of the procedure in May this year and began operationalising it in June.

Further, Universities South Africa (USAF) established a task team to investigate and develop a code of conduct under POPIA for South African public universities. Our Senior Director: Legal Services and Senior Institutional Information Officer both serve on this task team. At the time of writing, USAF has issued a draft version of the code for comments and further inputs until August 2019.

2.12 Systems alignment and renewal

Information Governance plays an instrumental role in systems alignment as part of Phase 2 and 3 of the strategic process. The Student Renewal Project (SRP), encompassing the replacement of the current student information system (SIS) to keep pace with the latest trends in student information management in the higher education sector and modern technology, is one of the major projects to accomplish alignment. The implementation is planned over a two year period. Part of the project also entails Middleware, Infrastructure and Integration (MII) to enable information exchange across all SU information systems, as well as a new financial system. This will allow IGD to use integrated data in our reporting which enables SU to make accurate data-driven decisions when needed.

The systems replacement project will have a profound impact on the University and therefore careful and deliberate change management has been implemented. SUNStudent is coordinated by the registrar, Dr Ronel Retief and SUNFin by the Chief Director of Finance, Mr Manie Lombard. Once fully implemented these new-generation systems will significantly improve efficiency at SU.

As a first step in the planned ongoing communication campaign about the student information and financial systems, an email communiqué was sent to all staff members on 6 May 2019 to announce the launch of the SUNStudent implementation phase. The message was sent in Afrikaans and English separately. The opening and click rates were 33.5% and 6.5%, and 33.3% and 6.7% for the English and Afrikaans versions respectively. News of the successful procurement of the new SUNStudent and SUNFin systems was also included in the 26 April editions of news@StellenboschUni and nuus@StellenboschUni. A SUNstudent webpage was also created to become the repository for updated information as the implementation phase unfolds.

2.13 Information systems for HEMIS and statutory reporting

Given the risks of the old NATURAL ADABAS system (i.e. outdated technology and the programmer's imminent retirement) Information Governance embarked on the design and implementation of new technologies and procedures to incrementally replace the old procedures and functionalities of the Student Information System. These changes resulted in data extraction, evaluation and auditing processes and procedures that are more simplified, accurate and much quicker to execute (e.g. some hand calculations that were done in the past to calculate student FTEs are now all computerised, based on mathematical algorithms that were developed). In the past year more HEMIS processes were also incorporated in the SUN-i management information application to address the risk of relying on outdated technology mentioned previously. The next phase will be to migrate more of the current processes and procedures to SUN-i and/or SUNStudent.

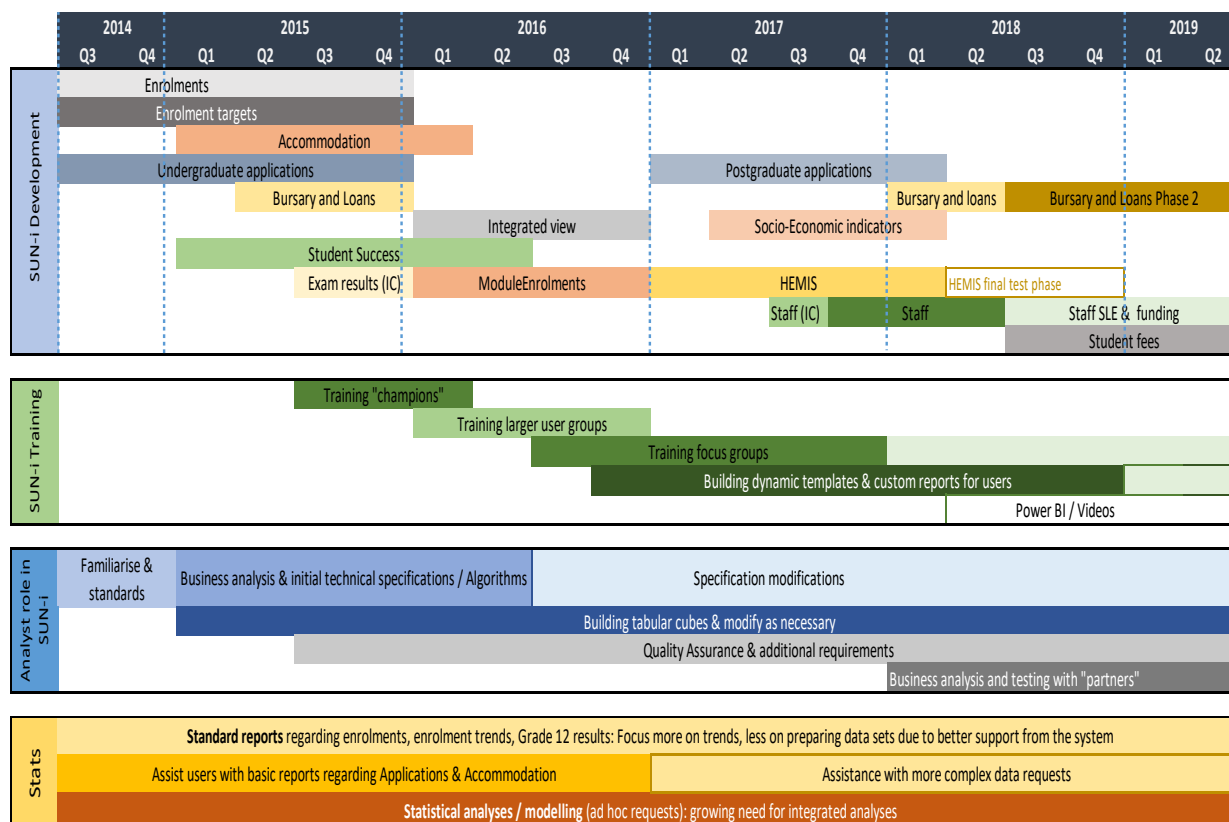
2.14 Annual external audit of staff, student and clinical training data

RC S&I were involved in the annual external audit of student and staff data which commenced at the beginning of May and ended during the last week of June. More than forty data audits were done on the data and no fatal errors or findings were identified by the audit team. Any fatal data errors need to be reported to the DHET as a data quality risk.

2.15 SUN-i Business Intelligence System

In line with the RC's endeavour to streamline and consolidate business intelligence to empower colleagues with insights and tools to improve understanding and to facilitate informed decision-making, the SUN-i business intelligence (BI) system was developed. This has made self-service BI for middle management a reality at Stellenbosch University. When benchmarking with other universities nationally, very few have achieved this feat.

The following diagram illustrates the evolution of SUN-i from 2014 to 2019.



Before 2016, the majority of ad hoc information requests from other divisions entailed the provisioning of basic data sets or numbers. Furthermore, it was cumbersome to integrate data from different organisational areas or systems, for more advanced analyses, due to the lack of integrated data models.

After the implementation and adoption of SUN-i, the frequency of ad hoc information requests gradually decreased, due to the fact that users could easily extract the required data from the system with the appropriate, tailor-made, easy to use, customisable Excel templates (that links to the institutional data warehouse in the background). However, while the frequency of ad hoc information requests decreased, the complexity of the remaining requests almost doubled due to the more sophisticated needs of users, given their growth in analytical maturity and insight. Moreover, the system helped users to move from mere reporting to analysing alternative future scenarios (e.g. the effect that increased minimum entry requirements for a given programme would have on throughput) and identifying possible root causes of certain observations.

With the coming of the new, cloud based student information system (SUNStudent), the focus of the Business Intelligence team for the remainder of 2019 and 2020 will shift to analysing and understanding the mapping between the current student information system's data elements, and that of the new system, to ensure the successful transition of SUN-i's data pipeline to use the new system as its data source for application, student accommodation, bursary and student registrations related data.

3. A TRANSFORMATIVE STUDENT EXPERIENCE

RC S&I, through the extensive activities of the divisions of Information Governance and SU International with internal stakeholders (faculties and departments) and external partners, actively seek opportunities for growth and exposure to transformative academic experiences for all students that will enhance their global citizenship and employability.

3.1 Student success – the design and implementation of a comprehensive tracking and development system

During the reporting period the RC implemented a few exciting integrated and intelligent tracking, monitoring and development solutions aimed at improving student success:

- It launched a new version of the **BeWell Mentor Tracking System**, continued to track student engagement in this intervention and published, on the project's website, the results of a study that reports on the impact of mentoring on academic achievement and the personal development of both mentors and mentees.
- Introduced the **“i-FlourishWell4Life”** initiative to enhance academic success within the extended degree programme curriculum of five faculties (reaching approximately 300 students). This intervention- and evidence based “curriculum” was developed internally over the last couple of years. Tracking data is automatically collected during the blended delivery of this curriculum, making it possible to perform data analytics and to make a connection between a set of well-being variables and academic success.

The Information Governance Division also successfully proposed a comprehensive student tracking and development system for SU and received project funding from the DHET's University Capacity Development Grant (UCDG) for 2018-2020. This project will now be embedded in the systems renewal work of the RC Teaching and Learning.

3.2 In- and outbound student mobility

- **SRC visit to the University of Ghana:** Between 17-22 October 2018, Dr. Nico Elema of SUI and Mr. Anele Mdepa (Student Affairs), accompanied a group of 5 SU SRC members to visit the University of Ghana. The visit included discussions with the Pro-Vice Chancellor Academic Affairs, the Dean of Students, SRC- and faculty members of the University of Ghana, the Parliament of Ghana, the Embassy of South Africa in Ghana, the University Teachers Association of Ghana and Ghana University Administrators. This initiative is part of the Centre for Collaboration in Africa's programme to facilitate visits of SU students to institutions on the content to promote awareness about Higher Education in Africa.
- **Stellenbosch students visited American University in Cairo, Egypt:** The American University in Cairo (AUC), ResLife Programme, hosted 9 SU students from 20 to 31 March 2019 for a cultural immersion programme coordinated by RC S&I and student Affairs. Linking the programme to co-curricular programmes, half of the students were selected through their participation in the African Leadership Development Programme of the Frederik Van Zyl Slabbert Institute. Students further had to reflect on the topic “What is an African Identity?” and their participation strengthened the existing partnership between SU and AUC.
- **Warwick in Africa Teachers Training Conference:** In October 2018 the Global Education Centre hosted the Warwick in Africa Teachers Training Conference in collaboration with the Mathematics Department and the Centre for Prospective Students. The conference aimed to support the personal and professional development of the Warwick in Africa Lead Teachers from Ghana, Tanzania and South Africa. 23 teachers attended.

3.3 Short academic programmes for international students

RC S&I's Global Education Centre (GEC) hosted various courses in collaboration with academic departments during the reporting period.

- During 22 October – 2 November: 21 students from the International School of Management in Paris. The students, originating from all over the world, are enrolled in the ISM's executive MBA programme. SU academic staff presented courses in Innovation & Internationalisation of SME's and African Economy for Business Leaders.
- 29 December 2018 to 12 January 2019: 17 students and three staff from Virginia Tech, USA. Agronomy and Agricultural Programme focusing on small- and large-scale farming methods and food security.
- 14 January 2019 to 24 March 2019: 17 students and two staff from Northwestern Global Healthcare Technologies – Northwestern University, USA. Biomedical Engineering programme with projects focusing on Health Systems Engineering, Health Technology Management, and Healthcare Technology Innovation and Design.
- A further six short programmes were presented by GEC in the course of this year.

Table 2: Short programmes presented by the Global Education Centre in 2019

INSTITUTION	TOPIC	FACULTY	STUDENTS	DURATION
Linnaeus University, Sweden	Sport Science	Sport Science	5	3 weeks
Northwestern University, USA	Public Health and Development in South Africa	Arts and Social Sciences	14	12 weeks
Pardubice University, Czech Republic	Language and Culture	Arts and Social Sciences	8	1 Week
Vrije Universiteit Brussels, Belgium	Sport Science	Sport Science	11	3 weeks
Christopher Newport University, USA	Leadership for Social Justice	SU International & FVZS	16	3 weeks
University of Georgia, USA	Sociology and International Affairs	SU International	26	4 Weeks

In the second semester the Global Education Centre hosted the short programmes listed in Table 3, tailor made on demand from the home institution or organisation.

Table 3: Short courses presented by GEC customised according to the needs of the home institution

INSTITUTION	TOPIC	FACULTY	STUDENTS
University of North Carolina at Charlotte, USA	Education	Education	7 Students
Wisconsin Milwaukee, USA	Social Work	Arts and Social Sciences	6 Students
Warwick University	Education	Education	6 Students
Humboldt University	Education	Education	4 Students
AC21 International Graduate School	Invasion Science	Centre for Invasion Biology	17 Students

3.4 Short international programmes for Stellenbosch students

The annual Stellenbosch–KU Leuven ThinkTank programme for 2018 concluded in Stellenbosch from 24 November to 5 December 2018. The 30 students from the two institutions worked on the topic *Vox populi | Izwi labantu | Stem van het volk | Voice of the people | Stem van die mense* throughout 2018 and the team from Leuven visited Stellenbosch for the closing event and project presentation.

The GEC team coordinated the Tübingen South Africa Programme (6 to 30 January 2019) during which time 18 students from SU, UCT, WITS, UKZN, UJ and UBotswana participated in a German Cultural exchange programme based in Germany for first-time travelers and students who would not have had these opportunities before.

Five SU students took part in the annual Global Citizenship Phase II programme that Stellenbosch University offers in collaboration with the University of Stuttgart (Germany) and St. Xavier's College (India) as the core group. This is a blended learning course with an online component as well as a mobility component. The overarching theme of the course is "In Conversation with Globalization". The online component is completed by all participants at the same time. The themes covered in the course includes:

- Globalization and Politics
- Globalization and Economy
- Globalization and Literature
- Globalization and Transition/s (Project week)

The project week took place from 25 May – 2 June 2019 in Stuttgart and culminated in group presentations around subthemes relating to the project week theme.

3.5 New study abroad initiatives

The RC's student mobility programme is key to providing students with a transformative student experience. Through SU International's Study Abroad programme it brings international students to SU and creates an 'international classroom' environment for local students. The income generated through the programme forms the basis for travel bursaries for SU students to participate in outbound student mobility programmes.

After pitching a January Term (J-Term) option to the American Institute for Foreign Study (AIFS) in 2018, the Global Education Centre (GEC) hosted the first J-Term in January 2019. Fourteen students participated in a Photography credit-bearing course focusing on theory and practical applications related to travel photography. For 2020, a course in Oenology and Viticulture will be added and the J-Term options will also be offered to partner institutions.

To further expand the Study Abroad programme and to ensure financial sustainability for outbound student mobility, the GEC is entering into student mobility agreements to create a sustainable and growing stream of study abroad students. In 2018, such agreements were concluded with the Rheinische Fachhochschule Köln (Germany), Lucerne University of Applied Sciences (Switzerland), University of Notre Dame du Lac (USA), Texas Christian University (TCU) (USA), SHR Berlin (Germany) and ESME Sudria (France). The first group of nine students from TCU arrived in January 2019 for the first semester.

SU International is also engaging with *Experimento intercâmbio cultural* to develop SU as one of their destinations for study abroad for Brazilian students, their first study destination in Africa (<https://www.experimento.com.br/>). Joe Warren, Coordination: Global Education Programmes, met with the organisation in Sao Paulo, Brazil, on 18 April 2019.

The Global Education Centre started an initiative with SKEMA Business School who visited on 2 April 2019, to develop a Study Abroad undergraduate programme for their students. SKEMA has campuses in Lille, Sophia Antipolis, Paris, Raleigh (USA), Suzhou (China) and Belo Horizonte (Brazil) and is interested in establishing some form of campus in Africa. It is expected that the first group of 60-80 students will arrive in January 2020 for one semester. See the full student mobility statistics for the reporting period in *Addendum A*.

3.6 Growing SU's international students

RC S&I is committed to grow our international student numbers in a managed way – not only to ensure a portfolio of a diversity of countries, but to safeguard its revenue base and sustainability.

3.6.1 *StudyInternational.com* overview – international recruitment initiative

Resulting from an initiative of the Faculty of AgriSciences, Stellenbosch University (SU) partnered with [StudyInternational.com](https://www.studyinternational.com) to launch a recruitment marketing campaign for prospective international students. The platform allows international students to find universities and courses all over the world and read up on the latest international student news, connecting them with universities that best suit their skills and requirements. The partnership with the UK based organisation gave SU an opportunity to tap into unexplored student markets like Mexico, Saudi Arabia, India, Brazil, Peru and Chile.

The recruitment campaign consisted of two sponsored editorials, promoted on [StudyInternational.com](https://www.studyinternational.com) and various social media platforms. The **first editorial** was launched on 12 February 2019 and focused on student life and academic experience at the University, giving insight into what it feels like to be an international student at SU. It included a call to action to apply before June 2019 for studies in 2020.

<https://www.studyinternational.com/news/the-importance-of-international-education-in-a-globalised-world/>

<https://edu.studyinternational.com/stellenbosch-university/>

The **second editorial** was launched on 27 March 2019. The sponsored article gave more information about degree options at Stellenbosch University. It highlighted unique courses in the following faculties:

- **Agrisciences:** BScAgric in Grape and Wine Sciences, BScAgric in Animal Science, BSc in Conservation Ecology, BSc in Forestry
- **Engineering:** BEng – Civil, Chemical, Electrical and Electronic, Industrial, Mechanical, Mechatronic
- **Arts and Social Sciences:** BA in International Studies, BA in Development and Environment, BA Visual Arts, BA Socio-Informatics, BA in Sport Science
- **Science:** BSc in Biodiversity and Ecology, B Sc Sport Science, B Sc in Molecular and Biotechnology, and BSc in Earth Sciences, BSc Mathematical Sciences (Biomathematics)
- **Economic Management:** B Com (International Business)

Countries targeted included USA, Brazil, Peru, Colombia, Chile, Mexico, Saudi Arabia, UAE, India (four provinces), China (provinces on the Coast), Singapore, Egypt, Ghana, Kenya, Uganda, Cameroon, Germany, France, UK and Ireland

<https://www.studyinternational.com/news/stellenbosch-university-south-africas-top-choice-for-undergraduate-success/>

The campaign is still ongoing and runs until 12 August 2019. Nearly 400,000 people have seen the editorials with more than 14,000 clicks to www.sun.ac.za. SU International also received close to 100 direct enquiries via this **Call to action** page.

3.6.2 Student recruitment in Namibia

As part of RC S&I's concerted drive to enhance internationalisation, SU International colleagues visited Namibia from 31 March – 5 April to meet with prospective students. St Paul's College in Windhoek also invited SU to their Career Fair and this was followed by visits to the German Private School, Windhoek High School and Windhoek Gymnasium. The team also visited schools in Otjiwarongo, Swakopmund and Walvis Bay. The interest in studying at SU remains high.

International students at SU

	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%

3.7 Providing business competencies of global repute - SU Business School (USB)

USB is globally distinguished as the business knowledge partner in Africa. It was the first university business school from Africa to obtain all three major international accreditations – AACSB, EQUIS and AMBA, and is a member of several international academic bodies, including the European Doctoral Programmes Association in Management and Business Administration (EDAMBA).

Its academic and business leadership development programmes offer global perspectives from an African context. Through a host of international modules offered by academic partners, elective programmes at leading organisations, and exposure to best business practices by corporate leaders, USB ensures a transformative student experience by:

- Producing research output and interventions which are internationally respected and which have practical and policy impact
- Engaging positively and imaginatively with the agenda of social engagement both in South Africa and elsewhere, encouraging students and staff to mobilise their knowledge and experience in an emancipatory fashion
- Promoting an environment of authentic, critical academic engagement and embracing diversity and transformation
- Engaging with stakeholders, specifically organisations, students, alumni and, international partners

The full-time MBA programme of the University of Stellenbosch Business School (USB) has been ranked the top programme of its kind in Africa by Eduniversal, an international education rating agency based in Paris.

USB has also been ranked the best universal business school with strong global influence. Just last year, it was ranked top excellent business school in South Africa. These rankings are the result of voting by deans of business schools worldwide based on a list of criteria.

The list of academic activities of USB facilitated by the RC's Office for International Affairs during the reporting period is reflected in Addendum B.

4. PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

In relation to this Core Strategic Theme the 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 through collaboration, engagement and building networks through which we can make an impact and be impacted as a learning institution. In this regard the RC is deliberately pursuing from a strategy point of view the expansion of collaborative networks with academic and research partners among the BRICS member states (with a specific focus for now on India and China). Moreover, following the recommendations of the Partnership Review (reported on previously), the RC is concentrating to further deepen and enhance the relationships with institutions that share SU's research driven mission.

Among the latter counts the Universities of KU Leuven, University of Bath and Coventry University. It is worth mentioning that during the reporting period our RC has had intensive engagements with visiting delegations from these institutions.

- During the 2018 December graduation ceremonies, Prof Peter Lievens, Vice-Rector for Internationalisation Policy, and Ms An Huts, International Coordinator, at KU Leuven visited SU for the annual Leuven-Stellenbosch partnership executive meeting from 11 to 13 December 2018. Current partnership activities were evaluated and new initiatives considered. Leuven invited SU to join their Global PhD Partnership, which they have initiated with MIT. Prof Lievens also participated in institutional SU events. Prof Wim de Villiers and Prof Hester Kloppe met with KU Leuven Rector, Prof Luc Sals and Vice-Rector Prof Peter Lievens on 2 September to discuss the continuation of institutional collaboration after the end of 2019. Parties agreed to renew the institutional agreement and to commit to deepen the relationship that will benefit both institutions, staff and students.
- Prof David Galbreath, Dean: Humanities and Social Sciences, University of Bath, lead a delegation with representatives from their departments of Health, Politics, Languages and International Studies and Social and Policy Sciences during the first week of March 2019. Apart from meeting their counterparts in Sport and Exercise Medicine, Sport Science, Community Health, Economics, Political Science and Social Work, they met with various centres in SU International as well as the Division for Learning and Teaching Enhancement. This visit was followed in April by another distinguished academic from Bath University, Prof Jeremy Bradshaw, DVC for Doctoral Studies and Internationalisation, who also participated in our April graduation ceremony. Prof Hester Kloppe joined a meeting with Prof Ingrid Woolard, Dean of EMS, during June 2019 in Bath, to discuss the roll-out of joined PhD programmes. In addition, Prof Jeremy Bradshaw will join Prof Wim de Villiers and Prof Hester Kloppe for a meeting in October 2019 at Zhejiang University in anticipation of a strengthened collaboration between the three universities and offering joined programmes on the international campus of Zhejiang University.
- The Vice Chancellor of Coventry University, Prof John Latham, visited SU on 3 April 2019 to explore the further expansion of our partnerships across a wider spectrum of disciplines. Our RC is currently collaborating with Coventry University on the publication of a case study publication on the scope and impact of our academic and research partnership. It will be presented to the Association of Commonwealth Universities (ACU) as an example of what can be achieved through effective international partnerships. In August Prof Latham again visited SU to formalise the agreement to extend the partnership between our universities over a wider spectrum of transdisciplinary projects.
- Furthermore, a senior member of the German parliament, Ms Dagmar Freitag, met with Prof Hester Kloppe on 7 February 2019 for an update on SU's Vision 2040 developments. Ms Freitag

also engaged with students at the German Section, Department of Modern Foreign Languages, colleagues of the Division Development and Alumni Relations and Sport Science.

A full list of delegations to SU to engage, affirm and/or explore collaboration and partnerships are reflected in *Addendum C*.

4.1 Town and Gown Conference, 28 to 30 November 2018

As part of SU's centenary activities, the Rector and Vice-Chancellor hosted the Town and Gown Conference from 28 to 30 November 2018 on campus in collaboration with the Office of the Executive Mayor of Stellenbosch. The aim of the conference was to bring together universities who constitute a noteworthy part of their cities/towns to discuss matters related to meaningful campus and city partnerships. Among the universities that attended the conference are: Fort Hare, Bath (UK), Queen's University in Belfast, Coventry, Pennsylvania State University, Durham, Goettingen, KU Leuven, Rhodes, Queens University Canada, Lund, and St Andrews.

The conference was directed, among others, by the following themes with international and local presenters:

- Structuring the Town and Gown relationship including perspectives from Stellenbosch, Alice, Grahamstown, Belfast, Goettingen and Coventry.
- Engaging with the immediate community with a focus on social cohesion (Stellenbosch), community engagement in Durham and Belfast and the role of sport (Stellenbosch and St Andrews).
- Engaging with local business hosted at the Launchlab with illustrations of the economic impact of the Gown (Stellenbosch, Bath, Coventry) and the Town-Gown-Business Triangle (PennState, Leuven, Lund).
- Town and Gown in support of Internationalisation (Bath, Goettingen, St Andrews, Grahamstown).
- Student communities within the Town and Gown context facilitated by SU Student Affairs with Lund University and Queen's University Canada.

Some of the conclusions of the conference were:

1. There is a need for high-level engagement between university and local government and to craft structures that reflect the context, e.g. position in the mayor's office (Goettingen), formal Rector Mayor Forum (Stellenbosch), involvement of other academic institutions in the region (e.g. Coventry/Warwick, Leuven Mindgate).
2. External relations are of high importance, in which the University has the primary responsibility of communicating clearly with the town, community and local business, e.g. access to university facilities (Bath), influence of big events beyond financial impact (football at PennState, festivals in Grahamstown, Stellenbosch and Durham) and regular Town Hall meetings with town and community.
3. At the closing session, SU proposed the formation of an international network of institutions aimed at fostering the town and gown relationship, with the attending institutions as possible founding members. Plans are currently afoot for a follow-up meeting to flesh out a firm action plan in this regard.

Apart from the thematic conclusions, the conference contributed to strengthening SU's bilateral partnerships with partner institutions in attendance, created a platform for intra-institutional collaboration during engagements with the town, community and local business. Stellenbosch University is in process of establishing a secretariat for the network.

The full list of the participants in the Town and Gown Conference is reflected in *Addendum D*.

4.2 South Africa Sweden University Forum (SASUF)

In pursuance of SU's endeavour to be a leading research-intensive institution in Africa with global impact, the university hosted the 2nd South Africa Sweden University Forum (SASUF) Research and Innovation Seminar in parallel with the SASUF Leadership Summit on 9 & 10 May.

The SASUF Research and Innovation Seminar brought together more than 450 researchers and representatives from funding agencies, industry, and members of government from South Africa and Sweden to explore innovative ways to address challenges related to climate change, education, health systems, society, sustainable urbanization, and cyber security through research, innovation and collaboration.

The Seminar was the culmination of the Research and Innovation week with a total of 49 different satellite events that took place across South Africa in the week of 6 – 10 May 2019. It provided a forum for collaboration and exchange across the various fields mentioned earlier (based on the UN Sustainable Development Goals) in an effort to strengthen ties in research, education, and innovation.

The SASUF Leadership Summit was a gathering of the Vice-Chancellors and Deputy Vice-Chancellors of the 36 universities in South Africa and Sweden represented in the Forum to map out a way forward and to further strengthen collaboration in education, research and innovation across the research themes that formed the agenda of the Research and Innovation Seminar. The SASUF Leadership broadly resolved to call on their respective governments to implement the following:

- Promote and facilitate partnerships in research and education – by ensuring appropriate funding and a flexible funding scheme for collaboration between South Africa and Sweden.
- Promote the flexible mobility of students and PhDs – by reinforcing existing funding structures and creating new ones where gaps exist.
- Promote collaboration linked to the United Nations Agenda 2030 – by creating provision for research and educational cooperation linked specifically to the Sustainable Development Goals.
- Facilitate the development of the next generation of academics - through the initiation of grants programmes aimed specifically at emerging researchers in South Africa and Sweden.



The combined group of delegates to the SASUF Research and Innovation Seminar and Leadership Summit

4.3 Stellenbosch International Academic Network (SIAN)

A significant part of the RC's internationalisation efforts focus on multilateral alliances, bilateral partnerships and international collaboration with partners that supports the university's quest to provide transformative scholarship to all its students and staff. The Stellenbosch International Academic Network is a key platform to this end.

The annual Stellenbosch International Academic Network Meeting (SIAN) took place from 9 – 12 April 2019. The meeting aims to showcase SU as a study abroad destination and is used to bring new and existing partners together for a week of networking. SU welcomed 28 delegates from 24 institutions and 16 countries to SIAN in 2019. The SIAN meeting commenced with an overview of internationalisation priorities for SU (presented by Prof Hester Klopper, DVC: Strategy and Internationalisation) and an introduction to SU International (presented by Mr Robert Kotze, Senior Director: SU International).

At this occasion recognition was given to the 21 years of partnership between SU and the American Institute for Foreign Study (AIFS), an international study abroad provider. Since 1998, AIFS has sent 1332 students for a semester at SU, 710 students for the SU International Winter School and 14 students for the first J-term in 2019 – a total of 2056 students in 21 years. The valued partnership provided the impetus for establishing three student mobility programmes at SU: a semester Study Abroad programme, Winter/Summer School during the June/July holidays and recently a J-term in January. All three programmes contribute significantly to SU International's funding programme for outgoing student mobility.

The theme for this year's SIAN meeting was "Global Education: Framing Global Education. The following universities participated in this year's SIAN programme: Zurich, Konstanz University of Applied Sciences, Kühne Logistics University, Bath, Ghana, Lund, Glasgow, King's College London, Helsinki, Lagos, Makerere, Botswana, Namibia, Czech Technical University in Prague, Sao Paulo, Leipzig, Reformed Church University (Zimbabwe), Hamburg, Leuven, Coventry, Antwerp, Technical University of Munich and Zhejiang Normal University (China).

The list of participants in SIAN 2019 is available in *Addendum E*.



Group photo of participants at SIAN 2019 at STIAS

4.4 Going Global Conference

The annual Going Global conference on higher education provides an excellent global platform to pursue and expand RC S&I's internationalisation efforts. This conference took place in Berlin from 13 to 15 May. More than 950 leaders in higher education and business leaders from 85 countries attended the conference to debate the future of further and higher education. SU was represented by the VC and Rector, Prof Wim de Villiers, and Prof Hester Klopper, DVC Strategy and Internationalisation.

Prof De Villiers addressed the conference on two topics: Aligning research with the Sustainable Development Goals; and PhD's for Africa with specific focus on the promotion of doctoral training and scholarship on the African continent. Prof Klopper chaired and moderated a theme that is currently widely debated at higher institutions globally where internationalisation has become a strategic focus: teaching and developing global citizenship as a means of sustainable development (in the context of the UN Sustainable Development Goals). In addition, several meetings were held with partner universities and possible new partners.

4.5 BRICS Universities League (BRICS UL)

Stellenbosch University has numerous MOU's in place with universities in Brazil, Russia, India and China. Signed over a number of years, these agreements mainly provide for student and staff mobility programs and partnerships in presenting of summer schools, but very little significant collaboration in research. Of late, USB, our business school, has entered into an array of bilateral partnerships with institutions across the BRICS countries to expose future business leaders to the challenges and opportunities of the BRICS economies.

After a slow start to the activities of the BRICS UL following its establishment in 2015, the first General Assembly of BRICS UL was held on 26 May 2019 at Fudan University, Shanghai, China. Apart from formalising the League's charter, a key objective of the assembly was to discuss future joint programmes between members of the League. Prof Hester Klopper has attended the assembly with a view to strengthen SU's participation in BRICS UL by exploring new opportunities and to address existing gaps and shortcomings.

4.6 ACU Development of Early Career Researchers

Early career researchers and academics are crucial to the long-term vitality of teaching and research, and to the future of universities worldwide. They are the next generation of teaching staff, of cutting-edge innovation and research leadership, and are a valuable resource to be nurtured and developed. This is a pertinent focal point for SU in ensuring that come 2040 it will be Africa's leading research-intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in the service of society.

Mindful of this challenge for SU the RC S&I actively seeks opportunities to link-up with institutions with a similar mission to create the environment that enables these early career researchers to thrive amidst the unprecedented pressures of soaring enrolments which leaves emerging academics struggling with heavy teaching and administrative workloads.

It is in this vein that Association for Commonwealth Universities in collaboration with Universities South Africa (USAF) arranged a symposium on Developing the Capacity of Early Career Researchers from 18 – 19 March at the University of Johannesburg. It was attended by Prof Wim de Villiers, Rector and Vice-Chancellor, Hester Klopper, Deputy Vice-Chancellor Strategy and Internationalisation, Dr Therina Theron, Senior Director, Research and Innovation, and Prof Sarah Howie, Director: African Centre for Scholarship. Prof Howie presented the African Doctoral Academy (ADA) to the symposium as a SU initiative to promote and accelerate the careers of early career researchers and academics. Following her presentation about ADA and meetings at Stellenbosch with ACU representatives, plans

are underway to link the ADA with the ACU for various early-career researchers' capacity development initiatives.

4.7 AAU Capacity Development for University Registrars

Following a request of the Association for African Universities (AAU), Dr Ronel Retief (SU Registrar) co-hosted a capacity development workshop for University Registrars and Administrators between 25 and 28 June 2019 at Stellenbosch. The four-day workshop programme, covered topics such as student records management, examinations and timetabling, graduation, and professional development. The 14 participants included vice-chancellors, registrars and senior administrators, from universities in Zimbabwe, Ghana, Malawi, Nigeria, Mauritius, Tanzania, Uganda, Kenya and South Africa. Organising the event was supported by SUI personnel.

4.8 SA Japanese Universities (SAJU)

SAJU provides a platform and structure for collaboration between the higher education institutions of Japan and South Africa. International collaboration of this nature is preferred by large funding agencies who want to see more multilateral collaboration between countries and institutions. SU currently has six research projects with 13 Japanese institutions and there is increasing interest from Japanese universities for student exchange collaborations with SU.

The 4th SAJU Conference on The human being in the 21st Century in the context of global changes took place on 24 May 2019 in Pretoria and were attended by representatives of the RC with a view to further expand the current bilateral relationship with Japanese universities to include the possibilities of joint research, curriculum development and training.

4.9 Academic Council on the United Nations System (ACUNS)

ACUNS is a global professional association of educational and research institutions, individual scholars, and practitioners active in the work and study of the United Nations, multilateral relations, global governance, and international cooperation. It promotes teaching in the fields of multilateralism as well as dialogue and mutual understanding across and between academics, practitioners, civil society and students.

SU is a member of ACUNS with the Faculty of Military Science as the primary custodian of the relationship. Given SU's focus on internationalisation, the RC S&I and Faculty of Military Science succeeded in bringing the ACUNS Annual Meeting and Conference to Stellenbosch (19-21 June) with the theme *Progressing the Sustainable Development Goals in Africa*. It provided an opportunity for SU Academics and leading figures on governance and global asymmetries to exchange ideas and perspectives on governance and other related matters in Africa. Through the collaborative efforts and funding by the Faculty of Military Sciences, the Directors of the ARUA Centres of Excellence from elsewhere in Africa were afforded the opportunity to form part of this highly significant think-tank on achieving the Sustainable Development Goals (SDG's) in Africa. Prof Thuli Madonsela, Chair in Social Justice at SU, delivered the John W. Holmes Lecture in honour of the founding member of ACUNS.

4.10 EU Intra-Africa programme

RC S&I, through its Centre for Collaboration in Africa, is the coordinator of two INTRA-ACP programmes (TRECCA I and TRECCA II), which are funded by the European Commission. The programmes are in partnership with the University of Dar es Salaam (Tanzania), Mekelle University (Ethiopia), University of Ghana (Ghana), University of Nigeria (Nsukka), University of Nairobi (Kenya) and the University of Botswana (who did not participate in TRECCA I).

Although TRECCA I concluded in 2017, final reporting only concluded during this reporting period. In total, 65 mobility opportunities realised through the programme, between the various partner institutions.

Table 4: Mobility opportunities realised through TRECCA I programme

TYPE OF MOBILITY	APPLICATIONS RECEIVED	AWARDS MADE
Master's	452	37
Doctorates	54	19
Staff	9	9
TOTAL	515	65

TRECCA II is currently being implemented. A final call was made for applications during the latter part of 2018. To date, 19 Master's students, 27 Doctorates and 17 staff mobility opportunities have been realised in the programme (96 in total), with final reporting anticipated at the end of 2019.

Earlier this year, the EACEA (Education, Audiovisual and Culture Executive Agency) of the European Commission, published the latest round of the Intra-Africa call. As part of the latest call, Stellenbosch University submitted two proposals lead by Prof Mark Swilling and Prof Marena Manley, and partnered with seven more proposals. A summary of the projects and partner institutions are presented in the table below.

Table 5: Summary of the EACEA projects with partner institutions

PROJECT ACRONYM	LEAD UNIVERSITY	COUNTRY	LEAD CONTACT PERSON	SU ACADEMIC	THEMATIC FIELD
TISDA	Stellenbosch University	SA	Prof Desta Belay / Prof Mark Swilling		Transformational Infrastructure and sustainable development
STEPS	Stellenbosch University	SA	Prof Marena Manley		Food Science
PAMLis	University of Ibadan	Nigeria	Prof Adebola & Prof Akinyinka	Prof Willem Visser	Natural Science.
AFRITEC	SFAX University	Tunisia	Prof Brahim	Prof Marena Manley	Food Science & Engineering
MASTET	University of Buea	Cameroon	Prof Manga	Prof Marena Manley	Engineering
MEAIC	University of Ghana	Ghana	Prof Owusu	Prof Marena Manley	Environmental and Agriculture
ELbM	Botswana International University of Science and Technology	Botswana	Prof Totolo	Dr Devon Hagedorn-Hansen	Engineering
MOLANH	University of Abomey Calavi	Benin	Dr Da Cruz	Dr Mbenyani	Health Science.
STOB-HCA	Wits University	South Africa	Prof Vilakazi	Prof Faadiel Essop	Faculty of Science

The selection results are expected in the third quarter of 2019.

4.11 Collaborations in Africa supported by the SU Africa Collaboration Grant (ACG)

RC S&I's Centre for Collaboration in Africa (CCA) supports various incoming and outgoing activities of staff, post-doctoral fellows and post-grad students from SU. The activities are supported through the African Collaboration Grant (ACG) and bi-lateral agreements between our partner institutions, and relate to research projects, teaching and learning, and in the case of post-graduate students, conferences in other African countries. A table reflecting the activities with other African partners for the reporting period is captured in *Addendum F*.

4.12 AU/NEPAD SANWATCE

SUI hosts the secretariat of AU/NEPAD Southern African Network of Water Centres of Excellence.

- As part of the activities of the Secretariat for the AU/NEPAD Southern African Network of Water Centres of Excellence (SANWATCE), Dr Nico Elema attended the 11th African Ministers Council Meeting of Water (AMCOW) in Libreville, Gabon, from 25 October to 2 November 2018.
- Between 19 and 22 February 2019, Dr Nico Elema participated in the Post Graduate curriculum development and validation workshop, held at the Pan African University Institute of Water and Energy Sciences (PAUWES) in Themcen, Algeria. The cooperation is in line with the objective of AU/NEPAD SANWATCE, to strengthen research and capacity in the African water sector.
- The secretariat hosted a SPATSIM Hydrological Modelling workshop (10-15 March) at STIAS, with 17 delegates from various partner institutions in the SADC region. Partner institutions included, the Zambezi Basin Commission, University of Malawi, Rhodes University, University of Botswana, SADC water division, University of Eduardo Mondlane, the University of the Western Cape and the European Commission. As this was the first workshop of its kind, the workshop not only strengthened the collaboration between the partners, but also made a significant scientific contribution in building common capacity in the region on hydrological modelling.

The NEPAD SANWATCE secretariat also participated in the highly publicised European Development Days (EDD) in Brussels from 17 to 19 June 2019. During the high-level sessions, Ms. Joanna Fatch represented the NEPAD SANWATCE, which were attended by the EC-DEVCO, EC-Joint Research Centre (JRC), UNESCO, Pan-African Universities and African Ministers' Council on Water (AMCOW). The meetings and showcase of activities are in preparation for the next phase of the European Commission funded project ACEWATER.

In line with the ministerial mandate obligations, the NEPAD SANWATCE secretariat reports to the SADC ministers for Water and to the SADC ministers for Higher Education and Science and Technology.

4.13 Confucius Institute

The Confucius Institute, situated within RC S&I's, has offered Chinese lessons at **15 schools** in Stellenbosch, Worcester and nearby areas, with **a total of 932 school students** taking the classes through SUI. Worcester Gymnasium has integrated the Chinese language into its curriculum, and the students of Grade 8 and Grade 9 in Kylemore High School and Stellenbosch High School have started learning Chinese language every week since January 2019. At the primary schools in partnership with the Confucius Institute, the Chinese teachers have adopted activity-based-teaching method, with the aim to help learners enjoy learning the Chinese language.

In addition, the Confucius Institute has opened classes for the public at Stellenbosch University, with 64 registered students from the University and the local community. The evening Chinese courses currently consist of four Chinese proficiency levels, Beginner, Intermediate, Higher-Intermediate and Advanced. Mr Robert Kotze, Senior Director of SU is co-director of the Confucius Institute.

4.14 International visits and delegations to Stellenbosch University

RC S&I's endeavours to promote the university's internationalisation agenda are supported by a host of international visits and initiatives that forms the scaffolding for the purposeful multilateral alliances and bilateral partnerships with a focus on Africa and other strategically identified partners. These include: managing a comprehensive program of visitors related to inbound student mobility, visits by representatives from partner institutions, visits from delegations seeking partnerships and collaborations with SU, visits related to / from governments, international organisations, development agencies, and general delegations - all which can ultimately lead to the renewal of existing agreements or establishing new partnerships and collaborations. The list of visitors is reflected in *Addendum B*.

4.15 Expanding relationships with our growing international alumni community

A key strand of the SU philosophy to influence the world around us and to be influenced by it, is manifested in our bespoke programmes to enhance and expand our relations with our global community of alumni who not only has a vested interest in ensuring that SU remains relevant in an ever-changing world, but through their professional input and guidance ensure that the SU experience is a transformative one for current and future students.

A brief overview of SU's International Alumni Engagement Events - 2019

DATE	CITY/ COUNTRY	TYPE OF EVENT	NUMBER OF ATTENDEES	MAIN SPEAKERS (WHERE APPROPRIATE)	TOPICS (WHERE APPROPRIATE)
14 Feb	Melbourne, Australia	Public Lecture and Dialogue	9	Prof Pumla Gobodo Madikizela	<i>"Historical trauma and the role of art expression in healing"</i>
18 Feb	Luxembourg City, Luxembourg	Cocktail event	9	Karen Bruns	<i>Update on Stellenbosch University Progress</i>
23 Feb	Roeselare, Belgium	<i>Visit to the art exhibition of Jeff Kowatch</i>	25	Karen Bruns	<i>Update on Stellenbosch University Progress</i>
28 Feb	London, UK	Cocktail and Networking Event	25	Dalton Odendaal, UK Trustee	<i>"The importance of the role that alumni play in their alma mater"</i>
2 Mar	Haarlem, Netherlands	Homecoming Event	29	Alison April	<i>Update on Stellenbosch University Progress</i>
2 March	Helsinki, Finland	Family Afternoon	2	Folkers Tulki- Williams	N/A

24 Mar	Lievegem, Belgium	Cocktail Event	12	Alison April	<i>Update on Stellenbosch University Progress</i>
8 April	Oslo, Norway	Visit to the Nobel Peace Centre	22	Folkers Tulki Williams	<i>Update on Stellenbosch University Progress</i>
10 April	Copenhagen, Denmark	Visit to the Danish Film Institute	5	Folkers Tulki-Williams	N/A
11 April	Munich, Germany	Cocktail Event	8	Alison April	<i>Update on Stellenbosch University Progress</i>
15 April	Helsinki, Finland	Attended a music performance by a Helsinki men's choir who visited Stellenbosch University a few months before.	5	Folkers Tulki-Williams	N/A
17 April	Stockholm, Sweden	Cocktail Event and a visit to the Swedish Royal Opera House to listen to a German trumpeter, Matthias Höfs and the Royal Swedish Orchestra	10	Folkers Tulki-Williams	N/A
23 April	New York, USA	Public Dialogue	82	Prof Thuli Madonsela	<i>"Social Justice in South Africa"</i>
26 April	London, UK	Cocktail and Networking Event	16	Prof Wayne Derman	<i>"Staying young whilst getting older - without Botox, Prozac or Viagra" How to live well in 2019!"</i>
9 May	Hamburg, Germany	Cocktail and Networking Event	15	Karen Bruns	<i>Update on Stellenbosch University Progress</i>
14 May	Berlin, Germany	Cocktail and Networking Event	39	Karen Bruns	<i>Update on Stellenbosch University Progress</i>

15 May	Dusseldorf, Germany	Cocktail and Networking Event	26	Prof Wim De Villiers	Update on Stellenbosch University Progress
20 May	Antwerp, Belgium	Cocktail and Networking Event	13	Karen Bruns	Update on Stellenbosch University Progress
4 June	Boston, USA	Public Lecture	14	Prof Wayne Derman	"Staying young whilst getting older - without Botox, Prozac or Viagra" How to live well in 2019!"
6 June	New York, USA	Public Lecture	45	Prof Wayne Derman	"Staying young whilst getting older - without Botox, Prozac or Viagra" How to live well in 2019!"
15 June	London, UK	Women's cocktail event	15	Liesl Fichardt, UK Trustee	"woman in the workplace – the highs and the lows and the need for women's networks"
26 June	Windhoek, Namibia	Cocktail and Networking Event	121	Dr Morne Mostert	"Futures"
2 July	Luxembourg City, Luxembourg	Public Lecture	28	Prof Ingrid Woolard	"The tax system and redistribution of income in South Africa"
16 July	Dublin, Ireland	Cocktail and Networking Event	49	Prof Wim de Villiers	Update on Stellenbosch University Progress
17 July	Cardiff, Wales	Cocktail and Networking Event	13	Sarah Archer	Update on Stellenbosch University Progress
18 July	Edinburgh, Scotland	Cocktail and Networking Event	23	Sarah Archer	Update on Stellenbosch University Progress
22 Aug	London, UK	Picnic with friends	9	Darryn Havenga	N/A

Period: January – August 2019

- Number of events – 27
- Number of Countries served – 15
- Number of Cities visited – 21
- Number of Alumni (and friends) engaged - 669

Period: January – December 2018

- Number of events – 32
- Number of Countries served – 13
- Number of Cities visited – 26
- Number of Alumni (and friends) engaged - 962

5. NETWORKED AND COLLABORATIVE TEACHING AND LEARNING

According to Vision 2040 and Strategic Framework 2019–2024, this core strategic theme is about the following: “SU is embarking on a journey of networked and collaborative teaching and learning through the creation of learning communities where students, staff and alumni can experience meaningful learning. The University promotes a learning-centred approach to teaching that focuses on learning as a partnership, where students are seen as co-creators of knowledge and learning environments. Within a learning-centred approach, teaching activities facilitate knowledge-building and actively engage students in their own learning.

“In addition, the University has a holistic understanding of teaching and learning, which includes both individual and social benefits. SU’s teaching practices are deeply embedded in, shaped by and responsive to the contexts in which they take place.

“These approaches shape the University as a learning organisation, enabling the emergence of learning communities among students, staff and alumni in various configurations. Networked and collaborative learning creates an environment that encourages intellectual inquisitiveness, being an essential skill for sustained critical and creative thinking.”

In our quest to strengthen our global presence and to provide all our graduates with the skills and attributes sought after in the international knowledge economy, RC S&I is committed to networked and collaborative research, teaching and learning through the creation of communities of learning locally, regionally and globally. It keeps SU at the cusp of innovation, new research and technological methodologies and pioneering thinking.

5.1 Exploring the field of Data Science and Computational Thinking

Prof Wim de Villiers, Rector and Vice-Chancellor, led a delegation from SU to visit Northwestern University, the University of Illinois Urbana-Champaign, Stanford University and the University of California Berkeley, 14 October – 19 October 2018. The overarching aim of the visit was to engage with the institutions in the broad field of Data Science in support of SU’s intention to establish the Stellenbosch School for Data Science and Computational Thinking. The delegation consisted of:

Prof Wim de Villiers, Rector and Vice-Chancellor
Prof Hester Klopper, Deputy Vice-Chancellor: Strategy and Internationalisation
Prof Wikus van Niekerk, Dean of Engineering
Prof Ronel du Preez, Deputy Dean of Economic and Management Sciences
Prof Danie Brink, Dean of AgriSciences
Prof Louise Warnich, Dean of Science
Prof Tony Leysens, Dean of Arts and Social Sciences
Prof Nico Gey van Pittius, Vice-Dean of Medicine and Health Sciences
Ms Lidia du Plessis, SU International

Several of the best practices observed during the visit, has been used in the establishment of the School for Data Science and Computational Thinking.

5.2 eLearning Africa conference, Kigali, Rwanda, 26-28 September 2018

Given the importance of e-Learning in the future offerings of online and blended learning at SU, RC S&I took full advantage of the The eLearning Africa conference held in Kigali in the latter part of 2018. It is the continent’s largest conference on technology assisted learning and training and encompassed three intense days of plenaries, networking, interactive sessions and workshops. The African Ministers of Education and Information Technology also attended the annual Ministerial Round Table (MRT)

meeting at the conference. Prof Sarah Howie and Miss Corina Du Toit from the Africa Centre for Scholarship attended the conference.

6. RESEARCH FOR IMPACT

In support of SU's quest to be the research leader on the continent, RC S&I is intensely involved in the development of the research agenda derived from our values, societal needs and our sustainability imperative.

6.1 African Research Universities Alliance (ARUA)

We play an active role in the management structures of African Research Universities Alliance (ARUA). ARUA is a network of 18 universities from different countries and different historical backgrounds, but with a common vision to expand and enhance the quality of research done in Africa by African researchers.

SU is host of the ARUA Centre of Excellence (CoE) in Energy, but collaborate across a number of other themes.

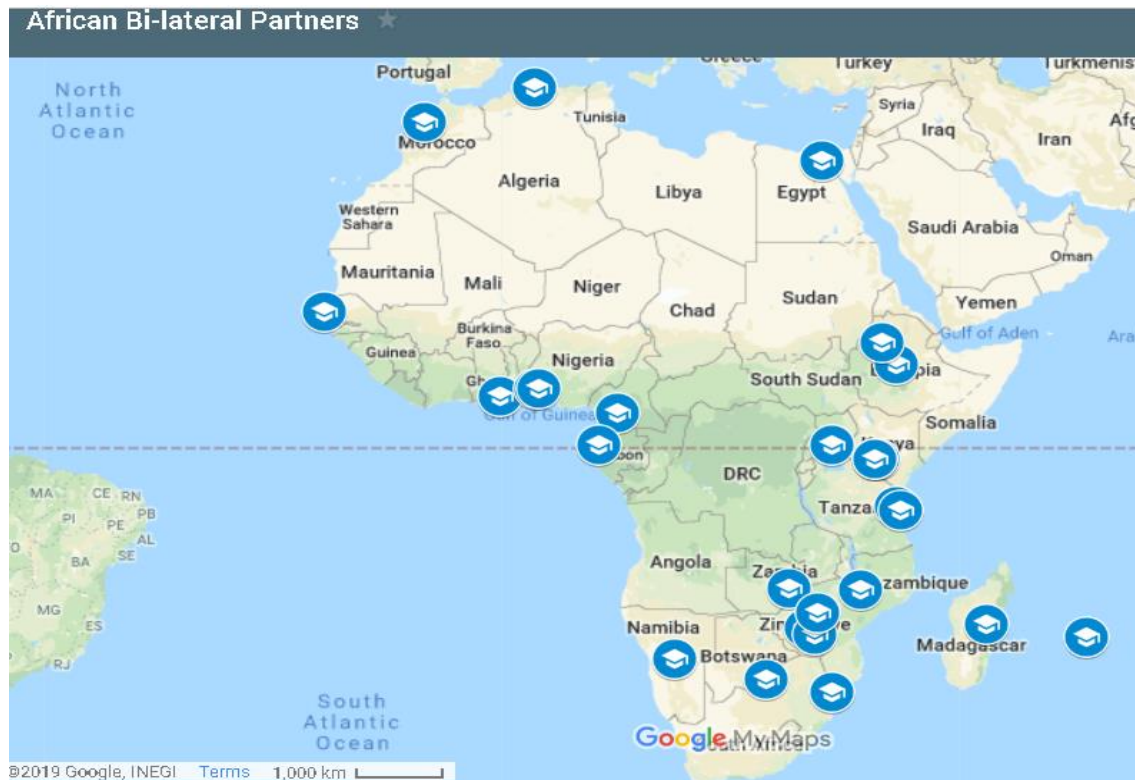
During the reporting period, a formal call was made to the ARUA CoE's to submit proposals to access funds from the Global Challenges Research Fund (GCRF), funded through UK Research and Innovation (UKRI). The initial funding call is for £600,000 in total over three years, to support researchers, workshops, networking, researcher exchange and interactions with research projects. A further call will follow for consortiums of the different ARUA CoEs to access £2 million funding opportunities from UKRI. In preparation for the responses to the GCRF-UKRI call, Prof Eugene Cloete attended a workshop in Kigali, Rwanda on 25 April. The N8 group of universities from the UK also hosted a workshop in Accra, Ghana 9-10 May 2019 to explore partnership opportunities. The workshop was attended by SU colleagues Prof Sampson Mampwheli, Dr. Neil Goosen and Dr. Nico Elema.

Dr Nico Elema, Manager: Centre for Collaboration in Africa, visited the University of Lagos (UNILAG) in Nigeria to expand collaboration. Prof Hester Klopper joined him for the launch of the ARUA Centres of Excellence in 'Unemployment and Skills Development' and 'Urbanisation and Habitable Cities' at UNILAG. Prof Aslam Fataar (SU: Faculty of Education) also participated. The opportunity was used to meet with the Vice-Chancellor of UNILAG, Prof Oluwatoying Ogundipe, to establish an institutional bi-lateral agreement between SU and UNILAG. The visit concluded with Prof Hester Klopper participating in the ARUA DVC meeting. On 3 September 2019, Prof Klopper and Dr Neill Goosen attended a workshop offered by PEDAL hosted by Makerere University in Kampala, Uganda, which was followed by the ARUA DVC meeting on 4 September 2019. ARUA will host a conference in Nairobi, Kenya on 18 and 19 November 2019.

6.2 Launch of SU Africa Platform

The myriad of academic activities managed by RC S&I's Centre for Collaboration in Africa has necessitated the creation of a digital platform that provides essential information that is easily accessible to all internal and external stakeholders of the extensive SU network of collaborations. SU currently has more than 120 collaborative projects in 30 countries on the African continent with approximately 100 institutions where good scholarship is facilitated through our research programs and established network of teaching and learning.

SU on the African continent



SU currently has more than 120 collaborative projects in 30 countries on the African continent

The SU Africa Platform (www.sun.ac.za/english/AfricaSU) provides among others, information on study opportunities for students beyond South Africa's borders; mobility grants for staff and postdoctoral fellows aimed at strengthening SU's African partners; SU's engagement in Africa through the African bilateral agreements with 26 fellow African education institutions and the opportunities that it provide; as well as key information to the academic community on study opportunities, funding calls, research activities, student societies, events etc.



A screen shot of the SU Africa site

6.3 Development of Scholarship

The aim of the African Centre for Scholarship (ACS) is to develop new and emerging scholars in Africa in order to contribute to the development of the continent and its people through connecting scholars globally and creating opportunities for research in HE teaching and learning development.

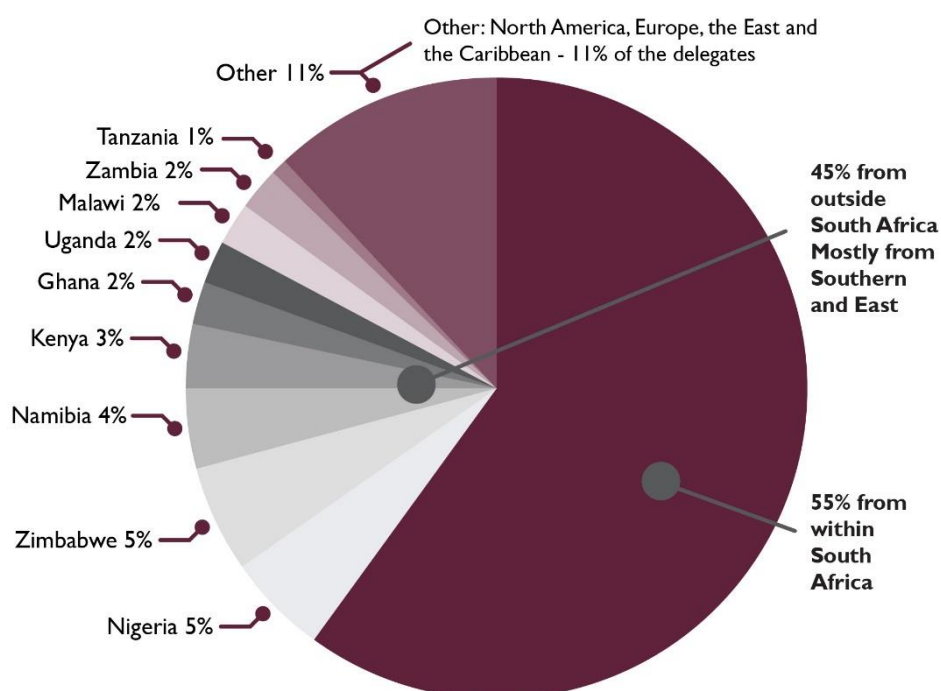
The RC is involved in building on-campus as well as international networks to strengthen our reach and contribution to the academic and research programme of the university. Among these count: the Stellenbosch-Bath-Fort Hare staff PhD development programme in Economics, the Stellenbosch School for Data Science and Computational Thinking, and the Centre for Learning Technologies to collaborate on a pilot course for the Africa eLearning programme.

ACS is currently involved in developing a course on Academic Leadership, another on Data Visualisation/Working with big datasets/Bioinformatics/Python with the University of London, and engaging with the University of Bath's Doctoral Skills Programme (especially the Focus on Public Engagement resources) making use of University of Bath presenters and resources for doctoral supervision and staff development.

6.3.1 African Doctoral Academy (ADA)

The African Doctoral Academy (ADA) which resorts under the African Centre for Scholarship celebrated its 10th year of existence during May (Africa month). It was established in 2009 as part of the Faculty of Arts and Social Sciences, but moved to SU International in 2014 to serve the wider institutional purpose to strategically support, strengthen and advance doctoral training and scholarship on the continent across disciplines. Through its annual Summer- and Winter Schools the ADA has presented 210 workshops, attended by 4526 participants from 53 countries.

Trends: Nationality of delegates (2016-2019)



The diagram shows the growth of participants at ADA from outside South Africa in recent times.

The 10th Annual ADA Summer School (3 to 18 January 2019) attracted 218 delegates who participated in 19 workshops. Presenters included academics from the KU Leuven (Belgium), University of St Gallen (Switzerland), the University of Michigan (USA), the University of Nebraska, Lincoln (USA) and Trinity College Dublin (Ireland). Delegates included staff and students from universities in Botswana, Kenya, Nigeria, Tanzania, Uganda, Zambia and Zimbabwe.

A total of 400 participants attended the 17 workshops of the ADA Winter School this year, making it the best attended School in the past 10 years. Nineteen presenters from USA (2), Ireland (1), Belgium (1) and South Africa facilitated workshops over 2.5 weeks.

6.4 Establishing Joint Schools

A significant milestone in the RC's expansion of its research development agenda is the establishment of Joint Doctoral Schools to support doctoral training on the continent. Under this programme the host institution decides on the topic for the school and their staff co-curriculate with SU staff. The table below reflects the current network of Joint Doctoral Schools across Africa. Prof Sarah Howie, Director of ACS continues to explore possibilities for expansions of the joined schools.

Table 6: SU-initiated Joint Doctoral Schools at partner institutions in Africa

Joint Schools in Africa

- In 2016-2017, 300 delegates participated in five SU-initiated Joint Doctoral Schools at partner institutions (University of Makerere, Uganda; University of Malawi, University of Namibia)
- **2018:**

Institution	Focus	Target group	Delegates
Ardhi University, Tanzania	PERIPERI_U/ Advanced Research methods	Disaster Risk Management researchers & practitioners	7 (34)
Makerere University, Uganda	Workshop on publishing	Lecturers	44
Strathmore University, Kenya	Doctoral Supervision Writing & Publishing	Lecturers Phd students	34 27
Makerere University, Uganda	Postgraduate Supervision	Lecturers from 10 Ugandan Universities	42 (33)

Joint Doctoral Degrees

SU awarded 6 Joint PhDs in December 2018 (Ghent University, Vrije Universiteit, Hasselt University (Belgium) Karolinska Institute (Sweden), Universidade Federal de Ouro Preto (Brazil) and University of Hamburg (Germany)) and 2 Joint PhDs in April 2019 (Ghent University (Belgium) and Université Jean Monnet Saint-Etienne (France)). During the same period 12 Double Master's degrees were awarded with Leipzig Universitat, Göttingen University and Reutlingen University (Germany).

New PhD collaborative programmes were developed in the reporting period with the Université de Bretagne Occidentale, France and Università degli Studi di Padova, Italy.



SU

has Joint Doctoral agreements with 23 universities internationally

7. EMPLOYER OF CHOICE

7.1 SA-UK University Staff Doctoral Programme (USDP)

The British Council in consultation with DHET selected four SA-UK University Staff Doctoral Programme (USDP) consortia where RC S&I is involved. They are:

- With Loughborough University, UWC, CPUT and Wits: Sports Medicine and Sports Science, Health and Wellbeing
- With Bath University and Fort Hare: Economics and topics at the Business School
- With Coventry University and Walter Sisulu University: Education
- With Sussex University, Limpopo, UJ and VUT: Mathematical Sciences

In addition to promoting collaboration and entrenching partnerships between SA universities and universities in the UK, the grant funds meetings between the groups to allow them to develop proposals aligned with the USDP objectives to support permanent university staff members to achieve doctoral degrees in a maximum time of 4 years and to enable the development of supervisory capacity in universities.

7.2 Professional Academic and Support Staff training in Internationalisation

Six 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 internationalisation and to work with their counterparts at the host institutions.

Kristin Rutgers, HR Practitioner

Abigail Lackay, HR Practitioner

Nazli Daniels, Faculty Secretary: Economic and Management Sciences

Kathryn Wirth, Blended Learning Coordinator, Faculty of AgriSciences

Yolanda Engelbrecht, Senior Technical Officer, Faculty of Science

Peta Steyn, Principal Technical Officer, Faculty of Science

Lidia Du Plessis, SU International (facilitator)

The programme not only served as a personal and professional development programme, but also as a vehicle for enhancing internationalisation within the support staff environment. Working in close collaboration with HR, the programme aims to become formally part of the staff development initiative at SU.

7.3 Erasmus+ Programme

RC S&I has been an active participant in the Erasmus+ Programme via the activities of SU International. This grant programme, supported by the EU, aims to support staff and student mobility between bilateral partner institutions within the EU, as well as between a university in the EU and a bilateral partner elsewhere in the world. It has facilitated an extensive programme of incoming and outgoing mobility opportunities for SU members of staff and colleagues at our participating counterparts abroad.

In the reporting period twenty members of academic staff across an array of disciplines at overseas higher education institutions had the opportunity to partake in the academic and research programmes at Stellenbosch University. The list of incoming staff during 2019 is reflected in *Addendum G*.

Fifteen members of SU's academic and professional support staff had the opportunity to visit universities abroad during this reporting period to hone their skills in their respective fields. The list of outgoing staff for 2019 is reflected in *Addendum H*.

Stellenbosch University is part of 3 new CBHE projects that were awarded in the 2018 cycle and the kick-off meetings were held at the beginning of 2019. The three Capacity Building in Higher Education (CBHE) Projects are listed in the table below.

Table 7: SU participation in Capacity Building in Higher Education Projects

TITLE OF THE PROJECT	PARTNER INSTITUTIONS (<u>LEAD INSTITUTION</u>)	CONTACT AT SU
VITA-GLOBAL Internationalising local development: A Global University Network for Viniviculture	<u>University Rovira i Virgili</u> , University of Bordeaux, University of N.Cuyo, University Jujuy, Georgian Technical University, Uni de la Republica, Uni de Chilecito, Cape Peninsula University of Technology, University of Bologna, University of Porto, Stellenbosch University, Universidad de Talca, Universidad de Chile, Telavi State University, AUGM, ANECA, <u>OBREAL</u>	Dr E Blancquaert Department of Viticulture and Oenology
<i>Bakeng se Afrika</i> The objective of BaAfrika is to develop and manage a comprehensive digital imaging collection of South Africans as a capacity building resource for improvement in internationalization of HEI's.	<u>University of Pretoria</u> , KU Leuven, Universidade de Coimbra, Universite de Bordeaux, Sefako Makgatho Health Sciences University, Stellenbosch University, The South African Nuclear Energy Corporation Soc Ltd.	Dr Mandi Alblas Department of Biomedical Sciences
ImpENSA Capacity Building to Improve Early Nutrition and Health in South Africa	ADSA, Noordwes Universiteit, Nutrition Society of South Africa, Stellenbosch University, University of Cape Town, University of South Hampton, Warszawski Uniwersytet Medyczny, <u>Ludwig-Maximilians-Universität München</u>	Prof Etienne Nel, Department of Paediatrics and Child Health

8. CROSS-CUTTING SUPPORT THROUGH INTEGRATED COMMUNICATIONS

In addition to the expansive scope of activities, RC S&I also has the responsibility of internal and external communications to its relevant stakeholder groupings. As part of its internal communication function, it has been instrumental in keeping staff informed of the process and roll-out of Vision 2040 and Strategic Framework 2019–2024. This process has continued and intensified during 2019 with a focus on the student community.

The following integrated communication campaigns were rolled out during the reporting period:

8.1 #SUgrad

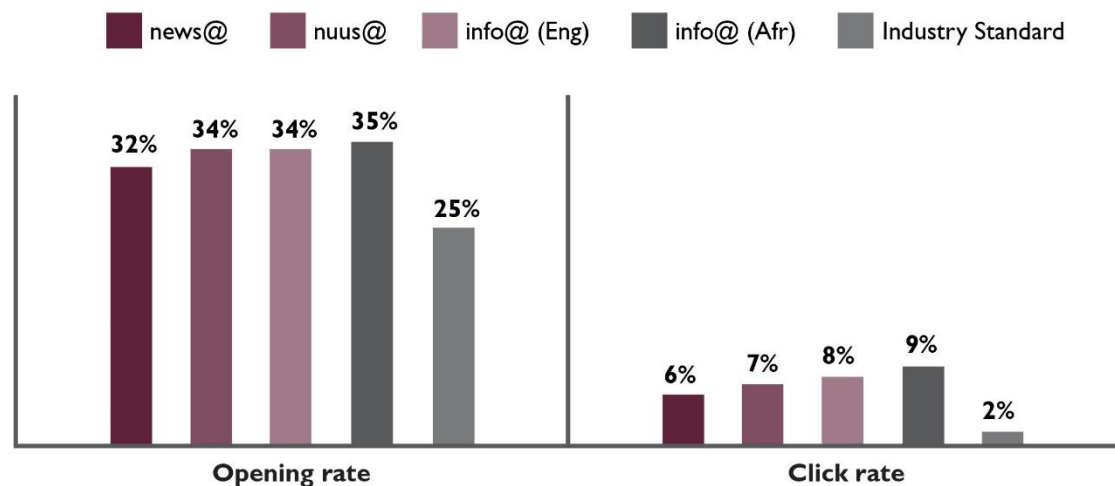
A **graduation communication campaign** consisting of various elements was conceptualised and implemented, with the goal of providing graduates and guests with user-friendly access to detailed and accurate information on all the processes related to graduation. The campaign also served to reinforce the public image of the institution by demonstrating its ability to organise an excellent graduation series and showcase its academic achievements.

The output of the campaign was as follows:

- A streamlined graduation website
- A pre-graduation information newsletter distributed to graduandi: The opening rate for the English edition was 80.9 %, while the click rate was 46.1 %. The opening rate for the Afrikaans edition was 73.3 %, while the click rate was 32.2 %. The opening and click rates are above the industry standard of 24.6% and 2.2% respectively.
- An instructional video informing graduandi of the processes to be followed during graduation
- Graduation week, once again issuing guest tickets to ensure that we comply with legislation in terms of the Coetzenburg Centre's population certificate as issued by the Stellenbosch Fire Department
- Distribution of a graduation edition of news@StellenboschUni: The opening rate for the English edition was 30.2 %, while the click rate was 5.6 %. The opening rate for the Afrikaans edition was 30.8 %, while the click rate was 7.1 %. These opening and click rates are also above the industry standard of 24.6% and 2.2% respectively.
- Placement of a series of graduation news articles on the SU website and social media channels
- External media coverage (see SU in the news).

8.2 Internal Communication (digital newsletters and mass mailers)

During the reporting period, 12 editions of info@StellenboschUni and six editions of news@StellenboschUni were distributed to staff according to their language of preference. The opening and click rates of these publications are shown below.



In comparison with the previous reporting period, there has been an improvement in the opening and click rates for both the English and Afrikaans versions of info@StellenboschUni.

On 20 February 2019, a special communique in English and Afrikaans, *Evening shuttle service: The facts*, was sent to 21 643 students. It was opened by 60.1% of the recipients. This is a very good opening

rate considering that not all students use the shuttle service and therefore would not be affected by developments around it. Link to the communique:

<https://stellenbosch.everlytic.net/public/messages/view-online/BjGaV0W1LbjGyCRF/ZI7UnzTxNPb4ILM3>

On 1 March, another message in English and Afrikaans was sent to the same audience to notify them that the service fee for the evening shuttle service had been suspended. This message was opened by 63,6% of the recipients. Link to the communique:

<https://stellenbosch.everlytic.net/public/messages/view-online/BjGaV0W1LbjGyCRF/6PDKBXjM2IPzZSyr>

The mailer sent to students and staff on 30 April in which SU apologised unconditionally for the trauma caused by the research article eluded to earlier in the report achieved an opening rate of 62,3%. In the 24 April edition of info@StellenboschUni, a statement by the University on the same matter received 380 clicks in the Afrikaans version and 282 in the English.

An article following on the symposium on restructuring science and research at SU on the basis of justice, inclusion and ethical integrity formed part of news@StellenboschUni of 24 May. This article recorded 180 clicks in the Afrikaans version and 115 in the English. It included a transcript of the VC's voice note to symposium participants.

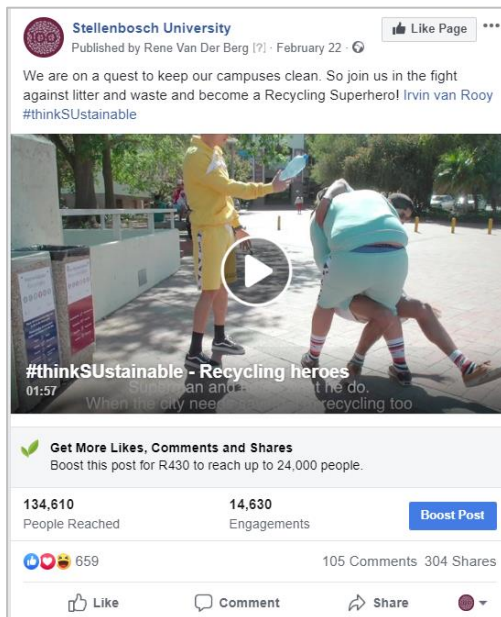
8.3 Social media

Since the start of this year, RC S&I's focus on social media has been to encourage engagement from our audience. We have used social media trends, posts related to popular media and competitions to increase our engagement rates.

This year, we also gave more publicity to the Woordfees, which was well received on our channels.

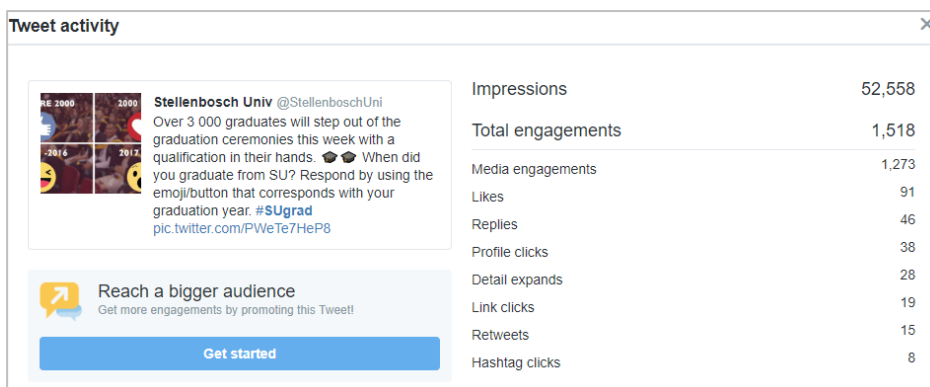
8.3.1 Facebook

The best-performing post in terms of reach and engagement for the period was a music video done by local artists on recycling and conservation. The video proved that our audiences are receptive to a fun perspective on a serious topic.



8.3.2 Twitter

Graduation always results in good engagement on Twitter. Our best-performing tweet during graduation was one asking alumni to indicate when they graduated.

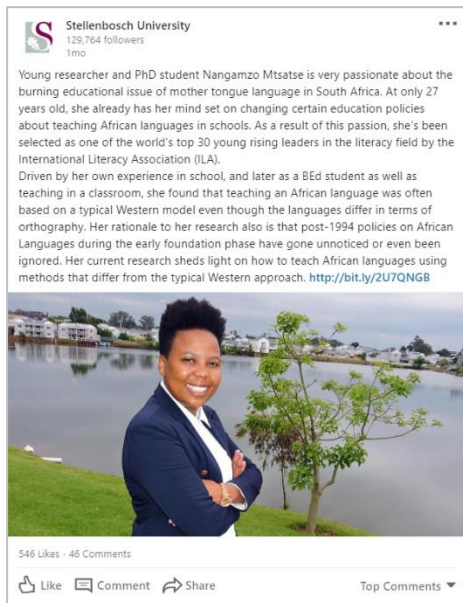


8.3.3 Instagram

With a good Varsity Cup Rugby season for the Maties team, it is no surprise that rugby posts performed the best on this channel. All rugby-related posts had over 400 likes.

8.3.4 LinkedIn


Posts featuring research, researchers and campus construction projects perform exceptionally well on this channel. The best post during this reporting period was about PhD student Nangamzo Mtatse and her work on mother tongue education techniques.



8.4 SU website

The design, layout and content of the following websites and web pages were updated during the reporting period.

8.4.1 Graduation page




WELCOME TO
100 Stellenbosch University

Results | MySun | A-Z | Jobs | Careers | Contact Us

Search...
Top Results


Home | Academics | Students | Management | Alumni | Library | Staff | Research | News & Media | Contact Us | Site Map

Graduation




Four AgriSciences staff members among crop of new doctorates


Read more




GRADUATION CEREMONY ARRANGEMENTS




GRADUATION TICKET ID AND ADMISSION



GRADUATION SCHEDULE



GROUP ALLOCATION Faculty of Economic and Management Sciences




OFFICIAL NOTICE

The awarding of degrees, diplomas and certificates will take place in the Centennial Centre at the Centennial Sports grounds from 2 - 5 April 2018.

Each ceremony will commence punctually, and all candidates up to masters level must report at the pavilion of the Dierke Craen Stadium two hours prior to the commencement of the ceremony, already in possession of their final academic work.

Doctoral candidates must report at the Barlow Room in the Janina Marek homestead at Colesburg, 3 1/2 hours prior to the commencement of the ceremony, also already in possession of their final academic work. Download the official notice that contains all essential information: Graduation programme and name lists (April 2018): Vol 1 (sessions 1 - 3) and Vol 2 (sessions 4 - 6).




SPECIAL ARRANGEMENTS

For graduates that are not able to walk across the stage, degrees will be conferred below the stage area. Send an email to info@sun.ac.za for special arrangements.

Graduates who need special arrangements due to health reasons can send an email to Marjane van Rensburg at marjane@sun.ac.za. Graduates in wheel chairs can also contact Marjane to reserve place for a wheel chair next to a chair for a partner.


Graduates or guests that require the services of a sign language interpreter are welcome to contact Marjane before 28 March 2018. As the venue is not equipped with a screen, arrangements will be made for the interpreter to be seated with the graduates or guests.




AWARDING OF QUALIFICATIONS IN ABSENTIA

Candidates who are unable to attend the ceremony can arrange for their degree, diploma or certificate to be awarded in absentia by completing the relevant form, which is available on sun.ac.za before Friday, 22 March 2018.


The relevant graduation documentation will then be posted to the candidates after completion of all the ceremonies. The documentation will be posted to the address registered on the University's database. To access the form, go to sun.ac.za (Studies > Absence from graduation ceremony).



WATCH THE GRADUATION LIVE



TEACHING & LEARNING | STUDENT & INTERNATIONAL STUDENT | RESEARCH & INNOVATION | SOCIAL IMPACT | ENTREPRENEURSHIP & INNOVATION | LIBRARY | A-Z | SPORT | NEWS & EVENTS



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<http://www.sun.ac.za/english/students/Pages/Graduation.aspx>
<http://www.sun.ac.za/afrikaans/students/Pages/Graduation.aspx>

52

8.4.2 Students

WELCOME TO 100 Stellenbosch University

Young SU PhD student rises to the top in literacy field

Undergraduate Students | Postgraduate students | International students

Prospective students | Fees | Funding

Test and exams | Yearbooks | Library

Student Support: Student Counselling, Disability Unit, Equality Unit

Academic Support: Language Centre, Writing Lab, Library

IT: Web Mail, IT services, Password Management

Parking and Transport: Online Parking Applications, Shuttle Service, Motor Bike Rentals

Health and Safety: Campus Health, Campus Security, Facilities Management

Student Governance: Student Affairs, Student communities, Leadership and structures

Events: 11 Feb 2019 Short course Dutch Language, 15 Apr 2019 Writing marathon

HOW TO: Apply for parking, Make use of the shuttle service, Hire a Motor Bike, Access Sunlearn, Access webmail

SU IMPORTANT CONTACT NUMBERS: CSD 24 hr Crisis Service, Stellenbosch Campus, Tygerberg Campus

KNOW THE RULES: Language Policy, Disciplinary Code

TEACHING & LEARNING | STRATEGY & INTERNATIONALISATION | RESEARCH & INNOVATION | SOCIAL IMPACT | OPERATIONS & TENANCE | LIBRARY | A-Z | SPORT | NEWS & EVENTS

<http://www.sun.ac.za/english/students/Pages/default.aspx>
<http://www.sun.ac.za/afrikaans/students/Pages/default.aspx>

8.4.3 Faculty page




The screenshot displays the 'Faculties' page of the Stellenbosch University website. The header includes the university's logo, 'WELCOME TO 100 Stellenbosch University', and navigation links for 'Faculties', 'My Sun', 'A-Z', 'Dates', 'Careers', and 'Contact Us'. A search bar and a 'Top Searches' dropdown are also present. Below the header, a horizontal menu lists various university departments: 'About us', 'Faculties', 'Students', 'Management', 'Alumni', 'Donors', 'Staff', 'Research', 'News & Media', 'Contact us', and 'Give to SU'. The main content area, titled 'Faculties', features a grid of ten colored tiles, each representing a faculty. Each tile contains an icon, the faculty name, and links to 'Undergraduate Programmes', 'Postgraduate Programmes', 'Calendar', and 'Map'. The faculties listed are: AgriSciences (green), Arts and Social Sciences (orange), Economic and Management Sciences (light blue), Education (dark blue), Engineering (yellow), Law (red), Medicine and Health Sciences (teal), Military Science (light red), Science (dark red), and Theology (purple). At the bottom of the page, a horizontal bar lists various university functions: 'TEACHING & LEARNING', 'STRATEGY & INTERNATIONALISATION', 'RESEARCH & INNOVATION', 'SOCIAL IMPACT', 'OPERATIONS & FINANCE', 'LIBRARY', 'A-Z', 'SPORT', and 'NEWS & EVENTS'. The footer contains the university logo, social media icons, a list of links (About us, Faculties, Students, Alumni, Management, Donors, Careers @ SU, T & C, Maps, Ethics hotline, Contact us), and copyright information: 'All rights reserved © 2013 Stellenbosch University Private Bag X1, Mateland, 7602, Stellenbosch, South Africa Tel: +27 21 808 9111'.

<http://www.sun.ac.za/english/faculty/Pages/default.aspx>

<http://www.sun.ac.za/afrikaans/faculty/Pages/default.aspx>

8.4.4 News and Media page



WELCOME TO
100 Stellenbosch University

Faculties | MySun | A-Z | Dates | Careers | Contact Us


AFRIKAANS

Search...

Top Searches


About us | Faculties | Students | Management | Alumni | Donors | Staff | Research | **News & Media** | Contact us | Give to SU

News & Media




SU NEWS

READ our latest institutional news.



MEDIA ENQUIRIES

For media queries or to be added to our journalist distribution list, contact Martin Viljoen on media@sun.ac.za or 0218084921.



SU EVENTS

Interested in attending our events? Find out more [HERE](#).






PHOTO BANK

DOWNLOAD official photos of the SU campus and management.




FIND AN EXPERT

USE the Knowledge Directory to find an expert in a specific field.




CORPORATE COMMUNICATION DIVISION

A strategic communication partner to Stellenbosch University's top management, academic faculties and professional and administrative support services.




STAFF COMMUNICATION

- info@StellenboschUni
- news@StellenboschUni
- bulletin@StellenboschUni
- life@StellenboschUni



FIND US ON SOCIAL MEDIA


FOLLOW US on social media and stay up to date with the latest SU news and events.



PUBLICATIONS


BROWSE through our publications

- Matieland
- e-Matieland
- Annual Report
- Research@Stellenbosch



TOPICAL ISSUES






- Rape Culture
- Transformation
- Language
- Outsourcing
- SU's position on student fees




HIGHER EDUCATION

Correspondence and information released by the higher education sector.




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UNIVERSITY



- About us
- Faculties
- Students
- Alumni
- Management
- Donors


- Careers @ SU
- T & C
- Maps
- Ethics hotline
- Contact us

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<http://www.sun.ac.za/english/news-media>

<http://www.sun.ac.za/afrikaans/Pages/news-media.aspx>

8.4.5 SU Homepage



WELCOME TO
Stellenbosch University

Faculties | MySun | A-Z | Dates | Careers | Contact Us

AFRIKAANS

Search...

Top Searches

Home

About us

Faculties

Students

Management

Alumni

Donors


Staff

Research

News & Media


Contact us

Give to SU



Government not serious about early childhood development


Read more >



Madonsela to lead dialogue on Women's...

Prof Thuli Madonsela, the Law Trust Chair in Social Justice in the Faculty of Law at Stellenbosch...


Read more >



Maties' Laka new CUCSA Secretary General

Mr Jerry Laka wants to play a role in the development of sport at universities and colleges in South...

Read more >



Stellenbosch University hosts...

An interactive discussion which forms part of a series focused on what South Africans would want in &...

Read more >

EVENTS

Academic Council on the UN System annual event

Department of Business Management seminar

Department of Economics: Research seminar on Monday 15 April 2019

The Economic Freedom Fighters: Echoes of Du Bois' Tale of a Failed Democracy

See all upcoming events >

NOTICES

FIRLT/FINLO

Library training events - April 2019

Applications open for the African Doctoral Academy Winter School


Exam Invigilators needed

See all notices >

Vision 2040 and Strategic Framework 2019-2024

SU 100 Website


2020 APPLICATIONS ARE OPEN
APPLY TODAY




#thinkSustainable

SU 100 1919-2019

Access our research expertise




More >






Explore SU

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<http://www.sun.ac.za/english>
www.sun.ac.za/afrikaans/Pages/default.aspx

8.4.6 Staff site



WELCOME TO
staffnet
StellenboschUni


Faculties | MySun | A-Z | Dates | Careers | Contact Us

AFRIKAANS

Search this site

Top Searches

Campus Communication | Vision and Strategy | Support | Services | Human Resources | Finance



Communication from Council (25 March 2019)

Read more

MY.SUN

ASK HR

IMPROVE YOUR SKILLS

2019 PARKING APPLICATIONS

IT REQUEST

FACILITIES MANAGEMENT

EMPLOYEE WELLNESS

STAFF NEWS

Events

Notices

More upcoming events to follow soon

View all

HOW TO

Access Retirement fund statements

Apply for SunFin training

Book a SU vehicle

Load printing credits

Request a visa letter

Apply for research funding

Apply for SU personal vehicle finance

SU IMPORTANT CONTACT NUMBERS

IT Service Desk
021 808 4367

HR Client Service Centre
021 808 2753

Campus Security
021 808 2333

Campus Health Service
021 808 3496/3494

Facilities Management Help Desk
021 808 4666

NEWS & PUBLICATIONS

News and Media

life@StellenboschUni

Research Publications


Annual Integrated Report

Vision 2040 and Strategic Framework 2019-2024

Stellenbosch University – A unique conference destination

Watch later

Share



IT SERVICES

FINANCE


SU DATES

POLICIES

CORPORATE IDENTITY

VACANCIES

TEACHING & LEARNING | STRATEGY & INTERNATIONALISATION | RESEARCH & INNOVATION | SOCIAL IMPACT | OPERATIONS & FINANCE | LIBRARY | A-Z | SPORT | NEWS & EVENTS



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Stellenbosch, South Africa

Tel.: +27 21 808 9111

<http://www.sun.ac.za/english/staffnet/Pages/default.aspx>
<http://www.sun.ac.za/afrikaans/staffnet/Pages/default.aspx>

8.4.7 SU International in the media (University website and social media)

SU International's social media activity and website articles continues to play a key role in creating a heightened awareness of internationalisation at Stellenbosch University. Guided by the need to display the university's international engagement and contribution to the expansion of internationalisation efforts, the following messages reached targeted audiences:

8.4.7.1 SU website

Welcoming the world for SIAN 2019



The screenshot shows the top section of the Stellenbosch University website. At the top left is the university's logo and the text 'WELCOME TO Stellenbosch University'. To the right are navigation links for 'Faculties', 'My.Sun', 'A - Z', 'Dates', 'Careers', and 'Contact Us'. Below these are social media icons for Twitter, Facebook, and YouTube, along with a language selector set to 'AFRIKAANS'. A search bar and a 'Top Searches' dropdown are also present. A dark navigation bar contains links for 'Home', 'About us', 'Faculties', 'Students', 'Management', 'Alumni', 'Donors', 'Staff', 'Research', 'News & Media', 'Contact us', and 'Give to SU'. The main content area features a large group photo of people at an outdoor event. Overlaid on the photo is the title 'Welcoming the world for SIAN 2019'. Below the photo, the author is listed as 'Amanda Tongha' and the publication date as '16/04/2019'. Social media sharing icons for Facebook, Twitter, Email, Google+, and a generic share icon are provided. A 'View All News' button is located to the right of the article text. The article text begins with: 'How do we keep Stellenbosch University (SU) globally relevant, yet committed to Africa at the same time? How does the University promote global education and provide staff and students with an international experience? What international goals does the institution pursue? These were some of the topics discussed at the Stellenbosch International Academic Networks (SIAN) meeting hosted at SU from 9 to 12 April.'







URL: <https://www.sun.ac.za/english/Lists/news/DispForm.aspx?ID=6368>

SU abuzz with international activity

URL: <https://www.sun.ac.za/english/Lists/news/DispForm.aspx?ID=6255>

8.4.7.2 Social media platforms

SU International has a visible presence on the following social media platforms: Facebook, Twitter, Instagram and YouTube. The statistics below give insight on SU International's Facebook engagement, with the office reaching about 1400 people per post.

All Posts Published						
Reach: Organic / Paid Post Clicks Reactions, Comments & Shares						
Published	Post	Type	Targeting	Reach	Engagement	Promote
04/16/2019 3:29 PM	 "Stellenbosch is good, and such a different environment to King's			1.4K	83 22	Boost Post
04/16/2019 12:14 PM	 Stellenbosch University International shared a post.			634	17 3	Boost Post
04/15/2019 9:21 PM	 Well done Maties! Stellenbosch University - home of the champions.			2.4K	463 82	Boost Post
04/15/2019 3:35 PM	 Building networks on the continent and beyond. Pictured are SU			1.7K	238 29	Boost Post
04/13/2019 8:21 PM	 Stellenbosch University repented at the FAUBAI 2019 Conference in			1.5K	74 27	Boost Post
04/12/2019 3:04 PM	 SIAN 2019			1.1K	98 4	Boost Post
04/12/2019 12:08 PM	 SIAN 2019			1.4K	269 16	Boost Post
04/12/2019 11:00 AM	 [PhD Scholarships in Economic and Management Sciences] Apply for this			12.3K	690 153	Boost Post
04/11/2019 9:16 PM	 International Food Evening			1.9K	656 5	Boost Post
04/11/2019 9:11 PM	 International Food Evening			1.5K	305 216	Boost Post
04/11/2019 4:40 PM	 Pizza, jollof rice, sauerbraten, beyainatu, chow mein, mopane			849	27 9	Boost Post
04/11/2019 4:19 PM	 What's on tonight? Join us for International Food Evening. Time:			699	14 5	Boost Post
04/11/2019 12:07 PM	 Interested in study opportunities in Japan? Hear what Mr Yasushi Naito,			723	21 8	Boost Post
04/11/2019 11:47 AM	 Are you at our International Student Mobility Fair in the Neelsie Student			1.5K	290 30	Boost Post

8.5 External communication (SU in the news)

The April 2019 Graduation Ceremonies yielded great media coverage. Some of the articles prepared by the CCD include:

More than 3 000 degrees and diplomas to be awarded at SU's graduations this week; Married couple receiving doctorates together – about insect pests; (Cape Times, Cape Argus); Herbst keeps on going (Cape Argus, Daily News); SU student graduates after battling brain tumour (IOL); SU graduate conquers learning disability and mental illness (Die Burger); Government not serious about early childhood development (Eikestadnuus, Die Burger, Cape Talk); Blind music student receives MMus cum laude (News24, Star, Cape Argus); BSc Earth Science student graduates after defeating the odds; Hard work and perseverance took Nthabiseng to her dreams.

The following are some of the articles of an institutional nature that enjoyed good coverage in the mainstream media:

SU plans to expand Innovus within Stellenbosch Smart City (Engineering News, Eikestadnuus, Cape Times)

VC to lead Maties in Cape Town Cycle Tour (Bolander, Son op Sondag, Eikestadnuus)

Women mathematicians from Africa to gather in Stellenbosch (eNCA, The Citizen, The Citizen Saturday)

SU applications close: 30 June (Cape Times, RSG)

Stellenbosch University starts with the training of data engineers (Engineering News, BizCommunity)

SU represents Africa in Global Alliance of Universities on Climate (Cape Times)

SU researcher secures trilateral chair (Cape Argus, IOL)

Nominations for new SU Chancellor to open on 14 August (Beeld; Die Burger; Eikestadnuus; Cape Times; Cape Argus; IOL; News24; 360News; HeartFM; Good Hope; CCFM)

Changing SU's landscape through new visual symbols (Die Burger; Die Burger; News24; South Africa News.Net; Johannesburg News.Net)

Social justice under the spotlight at Prof Thuli's 1st summit (Cape Argus; The Witness; Cape Times; Pretoria News; The Citizen; City Press; News24; Citizen; Daily Maverick; SAfm)

The launch of SU's new School for Data Science and Computational Thinking also received positive media coverage: The Newspaper, Cape Talk, Lotus FM, SAFM, Cape Talk, South Africa News.Net, Johannesburg News.Net, De Kat, Tech Financials, My Broadband, Mail & Guardian, Cape Town Airport, IT Web and Die Burger.

Negative coverage in the reporting period related largely to a number of unfortunate incidents in student communities. Especially the Afrikaans media reported extensively on the incidents:

- Ms Taylië Jaap: Beeld, Beeld, Die Burger, Die Burger, Die Burger, Die Burger, Die Burger, Die Burger, Die Burger, Die Burger, Huisgenoot, Huisgenoot, SonWes, SwartLandGazette, Tygerburger Parow, Volksblad, Weslander, Daily Sun, IOL, www.sabreakingnews.co.za, You
- Mr Leandro Hopley: Beeld Saterdag, Beeld Saterdag, Beeld, Beeld, Die Burger, Die Burger, Die Burger, Die Burger, Die Burger, Eikestadnuus, HeartFM, HeartFM, Paarl Post, Rapport, SmileFM, SonWes, Weslander, Witness, Witness, 360News, ENCA, News24, News24, News24;
- Mr Anzel Slimmers: Die Burger, Volksblad, Rapport, SonWes, News24
- Mr Eric Matthys: Die Burger
- Combined reporting: Jacaranda FM, Die Burger

The fire that broke out in Huis ten Bosch (see Huis ten Bosch restoration set to start & Huis ten Bosch fire: roof and eight rooms damaged, amongst others) was also covered extensively in the media.

Research articles that did well in the media in the reporting period included the following:

SU's agriculture team to help Malawian farming (IOL)

Concentrated solar power could help ease SA's electricity woes (The Mercury, Diamond Fields Advertiser, Pretoria News, Cape Argus)

Matie researcher wants more cat fleas (Die Burger, Beeld, Cape Times, Cape Argus, Eikestadnuus, Star, Cape Talk, etc.)

Research hailed as a "game changer" for pincushion flower industry (Cape Times)

Refugees, asylum-seekers getting a raw deal in SA (EWN, Die Burger, Radio 702; Cape Talk; Voice of the Cape, Cape Times)

More pedestrian crashes in poorer areas [Cape Times, Cape Argus, Radio 702, Cape Talk, Times Live, RSG)

Citrus and grape by-products could serve as food preservatives (Cape Times, Cape Argus)

Stroke survivors could benefit from inexpensive, simple exercise programme (Cape Times, The South African, Bolander)

Hans Merensky EucXylo Research Chair at Stellenbosch University to focus on how eucalyptus trees grow (Cape Times)

Researcher takes a closer look at the ticks and fleas that bug African penguins (Cape Times, IOL, Die Burger)

Researchers set sights on cataloguing the genetic diversity of insects pestering SA olives (Volksblad, Die Burger)

Players getting away with illegal, dangerous ruck cleanouts (IOL, Smile FM, Eikestadnuus)

Gamification has the potential to improve student engagement, student success (Cape Argus, Daily News)

SU researchers study resistance to 'protect' anti-TB drug (Mercury, Cape Times)

Bark harvesting in indigenous forests impacts forest birds (Daily Dispatch, Bolander)

Innovative technology can help combat rhino poaching (Die Burger, Cape Times, The Star, Cape Argus, Daily News, SA Country Life, IOL, SAfrica24)

From zero to hero for South Africa's common wood sorrel (Cape Times, Cape Argus, RSG)

SARS can 'pierce' corporate veil to catch tax avoiders (Cape Argus, Eikestadnuus, Beeld, Die Burger, RSG, Fin24, South Africa News.Net, Johannesburg News.Net, De Rebus)

Making waves in the Southern Ocean (Eikestadnuus, Daily Dispatch, Die Burger, Cape Times, Cape Argus, Republikein, The Village News Hermanus, The Newspaper, The Daily Maverick, Engineering News, Smile FM, SABC News, IOL)

SU researchers and other thought leaders and students produced more than 150 articles and 65 columns (by 8 authors) over this period. Regular contributors are: Professors Amanda Gouws; Michael le Cordeur; Thuli Madonsela, Chris Jones, Nuraan Davids, Wikus van Niekerk, Johan Fourie, Nic Vink, Nico Koopman, Anton van Niekerk, Jonathan Jansen, Mark Swilling, and Drs Morné Mostert, Nic Spaul and Leslie van Rooi.

The Media Office at CCD provided the media with lists of experts on Human Rights Day, Freedom Day and Workers' Day, the general election, the June State of the Nation Address, World Environmental Day and Mandela Day. The office also distributed a bi-monthly media report, which members of the University community can subscribe to by sending an email to Mr Martin Viljoen at viljoenm@sun.ac.za.

9. CONCLUSION

The RC Strategy and Internationalisation has made significant strides during the reporting period through its multi-faceted and cross-cutting focus to ensure that SU remains firm in its mission to be the leading research-intensive university on the continent and globally recognised for its academic and research excellence. With its focus on strategy integration and alignment the RC has ensured optimum coherence of the core activities of the university laying a firm foundation for future institutional cohesion and systemic sustainability. This was demonstrated at the Executive Planning Forum in July where the focused integrated environment plans resulted in identifying the clear priorities for the institution for 2020 and beyond. This bodes well for the unified team approach on our journey to the future.

Addendum A – Student mobility statistics

Incoming Free-mover Students (STUDY ABROAD)

By country

COUNTRY	TOTAL
Austria	1
Germany	20
Denmark	2
France	5
Switzerland	25
Sweden	2
Norway	6
The Netherlands	9
USA	28
TOTAL	98

Faculty

FACULTY	TOTAL
AgriSciences	2
Arts and Social Sciences	32
Economic and Management Sciences	50
Science	10
AgriSciences	2
Engineering	2
TOTAL	98

Incoming exchange students

Exchange students per Country

COUNTRY	TOTAL
Austria	9
Belgium	17
Brazil	2
Chile	1
China	12
Denmark	2
Finland	1
France	8
Germany	70
Hong Kong	1
Italy	4
Malaysia	1
Norway	3
Spain	1
Sweden	3
Switzerland	6
The Netherlands	29
United Kingdom	4
United States of America	1
TOTAL	175

FACULTY	TOTAL
Agri Sciences	11
Arts and Social Sciences	58
Economic and Management Sciences	73
Engineering	14
Law	9
Science	7
Theology	3
TOTAL	175

Incoming Affiliated Students

COUNTRY	TOTAL
Belgium	2
Botswana	1
Brazil	2
Canada	2
Colombia	1
Denmark	1
France	3
Germany	16
Italy	9
Kenya	1
Lesotho	2
Nigeria	1
Portugal	1
Spain	2
Sudan	1
Tanzania	1
The Netherlands	4
UK	4
TOTAL	54

Outgoing Student Mobility

Semester exchange

COUNTRY	TOTAL
Australia	2
Austria	1
Belgium	8
Canada	1
China	5
Finland	2
France	4
Germany	12
Hong Kong	1
Italy	2
Malaysia	1
Norway	2
Spain	1
Sweden	2
Switzerland	1
The Netherlands	18
UK	1
USA	11
TOTAL	75

FACULTY	TOTAL
Agri Science	1
Arts & Social Sciences	18
Econ & Management Sciences	25
Engineering	12
Law	16
Sciences	2
Theology	1
TOTAL	75

Outgoing Independent Summer Schools

COUNTRY	TOTAL
Australia	8
Austria	1
Bulgaria	3
Brazil	5
Denmark	2
Egypt	1
France	1
Germany	3
India	1
Italy	4
Morocco	1
Norway	1
Portugal	3
Spain	1
Switzerland	1
Thailand	4
The Netherlands	1
UK	4
USA	1
TOTAL	46

FACULTY	TOTAL
Agri Science	8
Arts & Social Sciences	10
Econ & Management Sciences	10
Engineering	3
Law	2
Medicine & Health Sciences	3
Science	10
TOTAL	46

Outgoing Summer Schools (partner institutions)

COUNTRY	TOTAL
Australia	6
Austria	3
Belgium	8
China	4
Czech Republic	4
Finland	2
France	9
Germany	26
Hong Kong	4
Japan	3
Sweden	2
Switzerland	4
Switzerland	0
The Netherlands	9
United Kingdom	6
TOTAL	90

FACULTY	TOTAL
AgriSciences	3
Arts and Social Sciences	18
Economic and Management Sciences	27
Education	3
Engineering	16
Law	11
Medicine and Health Sciences	2
Science	10
TOTAL	90

Addendum B - Internationalisation Activities of Stellenbosch University Business School (USB)

Alumni Engagement: Quarter 4: 2018 & January – August 2019

2018

NAME OF EVENT:	DATE	COUNTRY	NUMBER OF PEOPLE ATTENDANCE
USB Alumni Masterclass <i>Global trends: What, so what, and now what?</i> Prof Andre Roux, USB	03 October	Namibia	41
Alumni Chapter cocktail <i>Development Finance Perspective",</i> Mr. Stephen Wanjala " Alumnus in Industry <i>Legal Perspective "Infrastructure Debt in Africa; A development finance and legal perspective"</i> Mr. Anthony Otiende " Alumnus in Industry	22 November	Kenya	38

2019

NAME OF EVENT:	DATE	COUNTRY	NUMBER OF PEOPLE ATTENDANCE
Alumni chapter; cocktail <i>African economic development and growth prospects - is the cup half full or half empty</i> Dr Sola Oduwale, USB	23 February	Swaziland	15
Alumni Chapter cocktail <i>When no-one is looking: Business ethical compass and practices</i> Prof Arnold Smit USB, and Gerald Nthebolan, Alumnus (ADP)	27 February	Botswana	30
Alumni Chapter Business Breakfast <i>The building blocks of a vibrant intellectual property economy.</i> Seno Namwandi, Industry	01 March	Namibia	22
Alumni Chapter Business Cocktail <i>When no-one is looking - Business ethical compass and practices,</i> Prof Arnold Smit, USB	11 April	Namibia	36
Alumni Chapter Breakfast <i>Dubai Expo 2020: An insight into hosting the largest event ever staged in the Arab world and the first World Expo to be held in the Middle East, Africa and South Asia region"</i> Dr Shaun Vorster, Alumnus in industry	11 June	UAE	22
Alumni Chapter <i>The Power of Humility and vulnerability in leadership, and how it influences a positive</i>	31 July	Botswana	38

culture that drives transformation and high-performance results Mr Cornelius Ramatlekane, CEO, Botswana Telekom			
Alumni Chapter as part of USB Information Sessions Dr Meshach Aziakpono, USB	13 August	Ghana	10
Alumni Chapter: cocktail <i>Grow Africa: The use of Development Finance to re-ignite the economy</i> Dr Nthabiseng Moleko, USB	14 August	Kenya	36

International representatives visiting USB (some guests jointly hosted with SUI)

DATE	REPRESENTATIVE	UNIVERSITY / COUNTRY
29 & 30 October 2018	Ms Joy Lawal	Lagos Business School, Nigeria
29 October – 2 November 2018	Prof Ezequiel Alejandro Martin Refficco	EGADE Business School, Tecnológico de Monterrey, Mexico
5 November 2018	University of Essex delegation	University of Essex, UK
19 & 20 November 2018	Prof Rita Ribeiro & Ms Ana Côrte-Real	Porto Business School, Portugal
26 November 2018	Ms Alice Guilhon, Dean	SKEMA Business School, Lille, France
27 November 2018	Prof Gideon Maas and Dr Tom Williamson	Coventry University, UK
27 & 30 November 2018	Prof Veronica Hope Hailey and Dr Pete Nuttall	University of Bath School of Management, UK
18 January 2019	Ms Marie-Jo Albert-Batt	Burgundy School of Business, France
8 February 2019	Ms Anna Esaki-Smith and Mr Tinashe Giyavha	UC Berkeley, USA
12 February 2019	Dr Ikuo Kuroiwa and Mr So Umezaki	IDE-JETRO, Japan
18 February 2019	Mr Joni Karjalainen	Turku University, Finland
26 March 2019	IESEG School of Management delegation	IESEG School of Management, France
28 March 2019	Prof Bodo Schlegelmilch, Chair	Association of MBA's (AMBA) & Business Graduates Association (BGA) + Vienna University of Economics and Business, Austria
1 & 2 April 2019	SKEMA Business School delegation	SKEMA Business School, Lille, France
25 April 2019		World Bank delegation
10 May 2019	Ms Ida Kymmer	Wild.Life, Sweden
13 May 2019	Dr Kalu Ibe Ekpeghere, Senior Regional Manager-International Relations	Woosong University, Korea

15 May 2019	Jimma University, Ethiopia, & Maastricht University, joint delegation	Jimma University, Ethiopia, & Maastricht University, The Netherlands
25 June 2019	Prof Nick Barniville	ESMT Berlin, Germany
26 June 2019	Prof Mary Pang and Ms Connie Chan Hong Lei	City University of Hong Kong, China
8 July 2019	Prof Michael Wilhelm and Prof Thom Porter	University of North Carolina Wilmington, USA
9 July 2019	Dr Penina Lam	ELICE, Canada
10 July	Mr Rob Vember	Global Business School Network (GBSN)
16 & 17 July		World Bank Pilot Programme delivery
18 & 19 July		World Bank Discussions and Site Visits for September Programme delivery
1 August 2019	Prof Kami Rapp	George Washington University, USA
15 August 2019	Mr Keith Banarjee, First Secretary	Canadian High Commission in South Africa, Canada
21 August 2019	Prof John Latham	Coventry University, UK

Visiting faculty lecturing on the MBA elective programme **from 19-24 November 2018.**

**** International Faculty**

LECTURER	ELECTIVE MODULE	EMAIL	INSTITUTION
**Metcalfe, Brian (Dr)	The future of financial services	metcalfe@brocku.ca	Brock University, Canada
**Bassiony, Aliaa (Prof)	Financial Modelling	aliaa@aucegypt.edu	American University in Cairo, Egypt
**Venter, David (Prof)	Negotiation, persuasion and decision making	david.venter@vlerick.com	Vlerick Business School, Belgium
**Udoji, Uchora (Ms)	Power and Politics in Organisations	uudoji@lbs.edu.ng	Lagos Business School, Ajah, Nigeria
**Deszca, Gene (Dr)	Leading Organisational Change	gdeszca@wlu.ca	Lazaridis School of Business, Canada
**De Bock, Koen (Prof Dr)	Internet Advertising & Marketing	kdebock@audencia.com	Audencia Business School, France
**Andersen, Poul (Prof)	Strategic Supply management	poa@business.aau.dk	Aalborg University, Denmark
**Jordaan, Barney (Prof)	The Nature of Business and	barney.jordaan@vlerick.com	Vlerick Business School, Belgium

	Business of Nature		
**Whelan, Eoin (Dr)	Managing Innovation in the Digital Era	eoin.whelan@nuigalway.ie	Cairnes School of Business, National University, Ireland
**Nogueira, Roberto (Prof)	Strategy & Innovation	roberto.nogueira@me.com	Coppead School of Business, Brazil
**Rajan, Mahesh (Prof)	Competing and Winning in Emerging Markets	mahesh.rajan@sjsu.edu	Lucas College of Business, San Jose State University, USA
**Chailan, Claude (Prof)	Business Models – The New Frontier of Strategy	claud.chailan@em-strasbourg.eu	EM Strasbourg Business School, France
**Crijns, Hans (Prof)	Entrepreneurship: International Perspective	hans.crijns@vlerick.com	Vlerick Business School, Belgium
**Ismail, Ayman (Prof)	From idea to Start-up: Building an Entrepreneurial Venture	aymanism@aucegypt.edu	American University in Cairo, Egypt

2019 ELECTIVES ABROAD								
	Student number	Name	Surname	Cohort	Destination (institution)	Date from - Date to	Theme	Credits approved
1	22434682	Harsha	Maloo	2018Mod2	Kedge Business School - Bordeaux, France	8 - 19 July 2019	Entrepreneurship	10 ECTS (2 weeks)
2	14634465	Handri	Burger	2018Mod2	Kedge Business School - Bordeaux, France	8 - 19 July 2019	Entrepreneurship	10 ECTS (2 weeks)
3	22465006	Davida	Buys	2018Mod1	Kedge Business School - Toulon, France	24 June - 5 July 2019	Design Thinking & Managing the Creative Process	10 ECTS (2 weeks)
4	22464980	Bertus	Buys	2018Mod1	Kedge Business School - Toulon, France	24 June - 5 July 2019	Design Thinking & Managing the	10 ECTS (2 weeks)

							Creative Process	
5	14781883	Jan	Strydom	2018Mod2	BI Norwegian Business School, Norway	24 June – 5 July 2019	Digital Transformation	6 ECTS (2 weeks)
6	21456453	Robert	Heneke	2018Mod2	BI Norwegian Business School, Norway	24 June – 5 July 2019	Digital Transformation	6 ECTS (2 weeks)
7	13794426	David	van den Bos	2018Mod2	BI Norwegian Business School, Norway	24 June – 5 July 2019	Digital Transformation	6 ECTS (2 weeks)
8	18032796	Anup	Parshotam	2018Mod2	Kedge Business School - Marseille, France	8-19 July 2019	Ethical Business, Diversity Management & Driving Sustainable Change	10 ECTS (2 weeks)
9	22396918	Prince	Malatji	2018Mod1	Aalto Business School, Helsinki, Finland	1 - 12 July 2019	Digital Business Master Class	6 ECTS (2 weeks)
10	15399214	Claire	Broderick	2018MIO	Aalto Business School, Helsinki, Finland	1 - 12 July 2019	Digital Business Master Class	6 ECTS (2 weeks)
11	11167696	Deborah	Flannery	2018Mod2	Aalto Business School, Helsinki, Finland	1 - 12 July 2019	Digital Business Master Class	6 ECTS (2 weeks)
12	22467742	Sbongokuhle	Msibi	2018Mod2	Burgundy School of Business, Dijon - France	21 - 25 January 2019	Creative Mindset & Entrepreneurial Leadership	6 ECTS (2 weeks)
13	15146294	Albert	Brand	2018MIO	Burgundy School of Business, Dijon - France	24-28 June 2019	Creative Mindset & Entrepreneurial Leadership	6 ECTS (2 weeks)
14	20860951	Ricus	Van Heerden	2018MIO	Burgundy School of Business, Dijon - France	24-28 June 2019	Creative Mindset & Entrepreneurial Leadership	6 ECTS (2 weeks)

15	12730920	Servaas	De Wet	2018Mod2	Burgundy School of Business, Dijon - France	24-28 June 2019	Creative Mindset & Entrepreneurial Leadership	6 ECTS (2 weeks)
16	18144810	Tiaan	Augustyn	2018Mod2	Burgundy School of Business, Dijon - France	24-28 June 2019	Creative Mindset & Entrepreneurial Leadership	6 ECTS (2 weeks)
17	21503702	Mbongeni	Maqashelana	2018Mod2	EBS Business School, Oestrich-Winkel - Germany	6-17 May 2019; 21-24 May 2019	Successful Leadership in Europe	7 ECTS (2 weeks)
18	19746474	Robert	Blignaut	2018MIO	EBS Business School, Oestrich-Winkel - Germany	6-17 May 2019; 21-24 May 2019	Successful Leadership in Europe	7 ECTS (2 weeks)
19	19646674	Andre	Du Toit	2018MIO	HHL Leipzig Graduate School of Management, Germany	17 - 28 June 2019	Doing Business in Europe: Opportunities & Challenges	6 ECTS (2 weeks)
20	12799645	Jarome	Haywood	2018MIO	HHL Leipzig Graduate School of Management, Germany	17 - 28 June 2019	Doing Business in Europe: Opportunities & Challenges	6 ECTS (2 weeks)
21	22413413	Yvonne	Hamuteny	2018Mod2	Kedge Business School - Bordeaux, France	8 - 19 July 2019	Entrepreneurship	10 ECTS (2 weeks)
22	21494096	Dirk	van den Berg	2018MIO	RENNES School of Business, France	28 May - 7 June 2019	Competitive Strategy	6 ECTS / 3 US credits (2 weeks)
23	19588305	JJ	van der Walt	2018MIO	RENNES School of Business, France	28 May - 7 June 2019	Competitive Strategy	6 ECTS / 3 US credits (2 weeks)
24	18929990	Nkosinathi	Shoba	2018Mod2	RENNES School of Business, France	28 May - 7 June 2019	Competitive Strategy	6 ECTS / 3 US credits (2 weeks)

25	22417826	Willem	van Deventer	2018 MOD 2	Kedge Business School - Bordeaux, France	8 - 19 July 2019	Entrepreneurship	10 ECTS (2 weeks)
26	21350868	Nichole	Solomons	2018 MOD I	RENNES School of Business, France	11 - 21 June 2019	Responsible Management	6 ECTS / 3 US credits (2 weeks)
27	12522392	Oliver	Cloete	2018 Blended General	Kedge Business School - Bordeaux, France	24 June - 5 July 2019	Value Creation & innovation in Marketing	10 ECTS (2 weeks)
28	22458352	Diana	Gavi	2018 Blended General	Cologne University, Germany	12-23 May 2019	Doing Business in Germany - Automotive & Mobility	8 ECTS (2 weeks)
29	22444165	Mpho Fancy	Ramathavhu	2018 MOD 2	WU Vienna University of Economics and Business, Austria	8 - 19 July 2019	International Business Policy & Strategy Sustainable Business – Managing for Tomorrow	6 ECTS / 3 US credits (2 weeks)
30	21479704	Johan	Du Toit	2018MIO	HHL Leipzig Graduate School of Management, Germany	17 - 28 June 2019	Doing Business in Europe: Opportunities & Challenges	6 ECTS (2 weeks)
31	22471456	Emmica	Brits	2018 MOD I	Kedge Business School - Bordeaux, France	8 - 19 July 2019	Entrepreneurship	10 ECTS (2 weeks)
32	22394613	Trevor	Senekal	2018 MOD I	Aalto Business School, Helsinki, Finland	1 - 12 July 2019	Digital Business Master Class	6 ECTS (2 weeks)
33	22461396	Emmanuel Teboho	Tsotsotso	2018 Blended MIO	IPADE, Mexico	11 - 15 March	Doing Business in Mexico	6 ECTS (1 week)
34	22362479	LUNGA	Tukani	2018 Blended MIO	IPADE Business School, Mexico	11 - 15 March	Doing Business in Mexico	6 ECTS (1 week)

35	22466096	THAMSAN QA PHINEAS	Zikode	2018 Blended MIO	IPADE Business School, Mexico	11 - 15 March	Doing Business in Mexico	6 ECTS (1 week)
36	22470298	FILIPE MANUEL Valsassina	Serra	2018 MOD I	BI Norwegian Business School, Norway	24 June – 5 July 2019	Digital Transforma- tion	6 ECTS (2 weeks)
37	22416978	JOHAN LOMBARD	Engelbrecht	2018 MOD I	Kedge Business School - Marseille, France	8-19 July 2019	Ethical Business, Diversity Management & Driving Sustainable Change	10 ECTS (2 weeks)
38	18137776	SIYANDIS WA JUNAITTA	Bangani	2018 MOD 2	RENNES School of Business, France	28 May - 7 June 2019	Competitive Strategy	6 ECTS / 3 US credits (2 weeks)

Addendum C – Visits related to student mobility and institutional collaboration

Two Chinese delegations visited to investigate possibilities for Chinese students to study at SU. A delegation from the Zhejiang Provincial Education Authority (24 October 2018) expressed interest to facilitate admission for undergraduate students from the province, while the delegation from the Guangdong University of Finance (19 December 2018), led by their President Prof Yong Heming, indicated interest of students in their provincial financial training programmes.

George Mason University (GMU), USA, has listed SU as one of the 10 destinations for their freshmen *Global Gateway* programme through which up to 250 freshmen will spend their second semester at one of the listed partner institutions. Two *Global Gateway* administrators visited the Global Education Centre (GEC) during the week of 5 November 2018 to confirm that all the support structures on campus and in the town comply with the programme requirements. The programme will enable exchange students from SU to visit GMU. The programme will commence in February 2020.

The list of visits regarding inbound student mobility:

7 September 2018 – Wuppertal University, Germany

24 October 2018 – Zhejiang Provincial Authority, China

29 October 2018 – Munich University of Applied Sciences

5 - 9 November 2018 – George Mason University, USA

19 December 2018 – Guangdong University of Finance, China

18 March 2019 – Dr Sandra R. Callaghan, Director, Center for International Studies and Kathy Cavins-Tull, VC for Student Affairs, Texas Christian University, USA

4 March 2019 – Prof Andreas Riener, Technische Hochschule Ingolstadt, Germany

6 March 2019 – Prof Dr Marc-Michael Bergfeld, Munich Business School, Germany

6 March 2019 – Prof Jan Willem Proper, Breda University of Applied Science (BUAs), The Netherlands

11 March 2019 – Dr Dirk Kenis, PXL-MAD School of Arts, Hasselt, Belgium

2 April 2019 – Ms Alice Guilhon, Dean: SKEMA Business School, Lille, France

13 May 2019 - Laura Stipic, Assistant Director, Study Abroad, University of Notre Dame, USA

14 May 2019 – Dr Kalu Ibe Ekpeghere, Senior Regional Manager-International Relations, Woosong University, Korea

15 July 2019 - Sandra Callaghan, Director, Center for International Studies, and Matt Chumchai, Texas Christian University, USA

Visits by representatives from partner institutions

During the reporting period the University received visits from the top management of partner universities.

- During 17 – 19 September 2018 Prof Paul Connolly, Pro-Vice-Chancellor for Research and Enterprise at Queen's University Belfast led a delegation of 20 delegates in the fields of Global Health, Pharmacy and Pharmacology, Agriculture and Food Security, Sustainable Energy and Social Sciences, Education and Social Work. The aim of the visit was to explore research collaboration to implement the agreement that was concluded at the end of 2017.

- SU International and FHMS jointly hosted visits from VUmc Amsterdam (the Netherlands) on 25 and 26 October 2018 and from Northwestern University (USA) on 23 and 24 January 2019. Both aimed at expanding existing collaboration programmes, especially to create more student mobility options.
- On 3 October 2018, Prof Rik van der Walle, Rector, and Prof Guido van Huylenbroeck, Director for Internationalisation, University of Ghent visited with a delegation consisting of academics from the fields of Linguistics, Bio-Analysis, Public Health and Primary Care, Bioscience Engineering who visited their respective counterparts in Afrikaans and Dutch, Plant Pathology, Family Medicine, Genetics and Agricultural Economics. During lunch the extension of the agreement between SU and Ghent was signed to set the framework for further collaboration. At the meeting between the two rectors, the collaborations in Family Medicine, Civil Engineering, SACEMA, Plant Pathology and Afrikaans and Dutch were presented. Prof van de Walle also met with Prof Willem Visser, Deputy Dean: Science, about the envisaged Stellenbosch School for Data Science and Computational Thinking.
- Prof Christa Boer, Director, and Drs Mariëtte Diderich, Head International Office, VUmc School of Medical Sciences visiting the Faculty of Medicine and Health Sciences on 25 and 26 October 2018 to confirm the elective programme and explore further research collaboration.
- During the week of 20 November 2018, SU International hosted two delegations from Leipzig University to celebrate the SU Centenary within the Stellenbosch-Leipzig partnership. The first group consisted mainly of researchers from the Leipzig Global and European Studies Institute. They participated in a workshop titled 'Knowledge Societies in Africa' that was coordinated by Prof Jan Botha from CREST and involved SU academics from Sociology, History, Political Science and CREST. The second group represented researchers from the fields of Law, Communication, Urban Development, Business Education and Organic Chemistry who met with their counterparts to explore collaboration. SU International met with their counterparts from the Leipzig International Centre to plan partnership activities for 2019.
- During the 2018 December graduation ceremonies, Prof Peter Lievens, Vice-Rector for Internationalisation Policy and LERU, and Ms An Huts, International Coordinator, visited SU for the annual Leuven-Stellenbosch partnership executive meeting from 11 to 13 December 2018. Current partnership activities were evaluated and new initiatives considered. Leuven invited SU to join their Global PhD Partnership, which they have initiated with MIT. Prof Lievens also participated in institutional SU events.
- Delegations from NC State Raleigh (USA) (22 November 2018), Renmin University of China (21 January 2019) and Czech Technical University (CTU) (Prague) (23 January 2018) respectively focused on expanding the SU-NC State student exchange programme, summer programmes and staff mobility, and activities within Engineering. Prof Pavel Ripka, CTU Dean of Electrical Engineering and institutional coordinator for international relations, will build on his existing research collaboration with his counterparts. CTU would be an attractive destination for the Engineering international/internship gap year programme.
- Following the visit of the Rector to Northwestern University, Prof Lorenzo Gallon and Ms Kate Kleion from the Feinberg School of Medicine visited Stellenbosch 23 – 25 January 2019.
- On 18 February 2019, a delegation from the University of Ghana led by Prof Samuel Kwane Offei, Pro-Vice-Chancellor: Academic and Student Affairs, met with Prof Arnold Schoonwinkel, Vice-Rector: Learning and Teaching and Prof Tony Leysens, Dean: Arts and Social Sciences, to benchmark their activities within Academic and Student Affairs against similar structures within SU.
- On 21 and 22 February 2019, a delegation from the University of Natural Resources and Life Sciences, Vienna, Austria (BOKU), headed by their Rector Prof Hubert Hasenauer, visited SU. Prof Wim de Villiers hosted a reception for the delegation at which occasion the previous

collaboration in a project *Globally and Locally-sustainable Food-Water-Energy Innovation in Urban Living Labs* was expanded into an institutional agreement. The delegation visited the Faculty of AgriSciences and meetings were held with the Dean, Prof Danie Brink, as well as academics from the departments of Soil Sciences, Animal Sciences, Plant Pathology, Oenology and Viticulture, Agronomy and Genetics.

- During the first week of March 2019, Prof David Galbreath, Dean: Humanities and Social Sciences, University of Bath lead a delegation with representatives from their departments of Health, Politics, Languages and International Studies and Social and Policy Sciences. Apart from meeting their counterparts in Sport and Exercise Medicine, Sport Science, Community Health, Economics, Political Science and Social Work, they met with various centres in SU International as well as the Division for Learning and Teaching Enhancement.

The following is a summary of other partner visits during the current reporting period:

13 March 2019 – Technische Universität Braunschweig, Germany

1 April 2019 – Dr Rebekah Smith McGloin, Director: Doctoral College and Centre for Research Capability and Development, Coventry University, UK

3 April 2019 – Prof John Latham, Vice-Chancellor, Coventry University, UK

3 April 2019 – Dr Shirley Ann Jackson, President, and Prof Prabhat Hajela, Provost, Rennselaer Polytechnic Institute, USA

4 April 2019 – Prof Prof Jeremy Bradshaw, Pro-Vice-Chancellor (International & Doctoral), University of Bath, UK

8 April 2019 – Prof Paul Garside, Dean for Global Engagement (Africa & the Middle East), University of Glasgow, UK

10 June 2016 - Yang Bin, Vice-President, Mao Tongwen, Director of the Southern Base of Confucius Institute Headquarters/Office of Confucius Institute Affairs and Lai Siwei, Program Coordinator of the Office of International Cooperation and Exchange, Xiamen University, China

20 June 2019 - Dr Elizabet Perrill, Associate Professor, Art History, University of North Carolina, Greensboro, USA

24 June 2019 - Stephen Hill, Sr. Associate, Office of Fellowships, Northwestern University, USA

12 July 2019 - Dr Anita Veltmaat, Senior Policy Advisor, International Strategy and Relations, Groningen University, the Netherlands

Visits by representatives from institutions seeking links

Prof Hester Klopper met with Prof Juliette Hussey, Vice-President Global Relations and Mr Leo McNamee, International Partnerships Officer, Trinity College Dublin on 17 September 2018 to initiate a formal linkage between SU and TCD.

On 5 November 2018, Prof Anthony Foster, Vice-Chancellor of the University of Essex and a delegation visited Prof Wim de Villiers and Prof Hester Klopper, and Prof Eugene Cloete hosted the delegation for lunch. During the morning, discussions were held with SU colleagues in the fields of Economic and Management Sciences, Physiological Sciences, Computer Science, Electrical and Electronic Engineering, Law and Research Management.

Prof Lars Tore Ronglan, Rector of the NIH Norwegian School of Sport Sciences, visited the Department of Sport Sciences on 6 December 2018 to explore SU as a destination for their students and to identify research collaboration. On 18 February 2019, H.E. Dr. Ali Saud Al-Bimani, Vice-

Chancellor of the Omani Sultan Qaboos University, visited SU to explore collaboration in the fields of Life Sciences and Nano Technology.

During the week of 18 February 2019, the GEC hosted a group of students from Pardubice University, Czech Republic. Their Vice-Rector, Dr Andrea Koblížková, met with Prof Hester Klopper, Prof Louise Warnich (Dean: Science) and Prof Pierre Erasmus (Business Management) on 21 February 2019 to explore institutional collaboration in the fields of Business Management and Chemistry.

In collaboration with the Embassy of Portugal, SU International hosted the Rector of the University of Lisbon, Prof António Manuel da Cruz Serra and Prof Luís Manuel dos Anjos Ferreira, Vice-Rector, on 28 February 2019.

Prof Otlogetswe Totolo, Vice-Chancellor of Botswana International University of Science and Technology (BIUST), Palapye, Botswana, participated in the *2019 Conference on Competitive Manufacturing (COMA'19)* coordinated by SU Industrial Engineering. The BIUST delegation engaged with the Centre for Collaboration in Africa (CCA) on 1 February 2019 and the initial steps for developing an institutional agreement between BIUST and SU were taken.

Through the facilitation of Prof Ghirmai Negash, STIAS fellow from Ohio University, Dr Lorna Jean Edmonds, Vice Provost for Global Affairs and International Studies, and Ms Bose Maposa, Assistant Director, Center for International Studies, Ohio University, USA visited SU International to explore collaboration. The programme included visits to the Faculty of Arts and Social Sciences, Department of Botany and Zoology, Learning and Teaching Enhancement, STIAS and Prof Eugene Cloete, Vice-Rector: Research, Innovation and Postgraduate Studies.

Initial meetings were held with delegates from the Julius-Maximilians-Universität Würzburg, Germany (Law, Modern Foreign Languages and Medical Virology) and UC Berkeley, USA (general student mobility). The HS Kehl, Germany (University of Administration Sciences Kehl) visited the School for Public Leadership. The SPL intends to join HS Kehl in developing a Master's Programme titled 'Public Administration and International Development Cooperation' for EU funding and collaboration with institutions in Ethiopia.

Other delegations from renowned institutions abroad that visited SU during the course of this year are as follows:

8 February 2019 – UC Berkeley, USA

18 February 2019 – Sultan Qaboos University, Oman

20 February 2019 – Pardubice University, Czech Republic

25 February 2019 – The National Institute of Social Development, China Academy of Social Sciences, China

26 February 2019 – Ms Makeba Lewis, Senior Lecturer, Chelsea College of Arts, UK

28 February 2019 – University of Lisbon, Portugal

26 March 2019 – Prof José Francisco Medina Montero, Deputy Chancellor of the Rector, University of Trieste, Italy

13 May 2019 – Ohio University, USA

13 – 15 May 2019 – Dr LJ Edmonds, Vice Provost for Global Affairs and International Studies and Bose Maposa, Assistant Director, Graduate Programs, University of Ohio, USA

14 May 2019 – Prof Kalu Ibe Ekpeghere, Senior Regional Manager, International Relations, Woosong University, South Korea

13 – 23 May 2019 – Prof Petr Nemec, Vice Dean, Faculty of Chemical Technology and Dr Da Vesely, Head: Institute Of Chemistry and Technology of Macromolecular Materials, Pardubice University, Czech Republic

28 May 2019 - Dr Jann Adams, Associate Vice President for Leadership Initiatives and Lead Director of the Andrew Young Center for Global Leadership (AYCGL) and delegation from Morehouse College, USA

25 June 2016 - Nick Barniville, Associate Dean, Degree Programmes, ESMT, Berlin, Germany

26 June 2019 - Mary Pang, Associate Dean (Internationalisation), College of Business, City University Hong Kong

16 July 2017 - Prof Zhingyun Li, President, Wuhan College, China

23 July 2019 - Prof Barney Glover, Vice-Chancellor, and Prof Linda Taylor, Pro Vice-Chancellor, Western Sydney University, Australia

24 July 2019 - Delegation from Essex University, UK

29 July 2019 - Leo McNamee, Trinity College Dublin, Ireland

Visits related to/from government, international organisations, development agencies and general delegations

On 23 October 2018, The Honorable Ed Royce, Chairman of the Committee on Foreign Affairs in the United States House of Representatives was hosted by Prof Stan du Plessis and Dr Ronel Retief. At the occasion, Stellenbosch University honoured Chairman Royce for his role in promoting economic, political and environmental interests in Africa by presenting him with the Pro Bene Merito medal.

Through the Sustainability Institute, facilitated by the GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), a delegation of PAUWES visited SU to gain insights about various ways of developing and improving educational interventions and to share learning about building excellence in higher education. PAUWES is the *Pan African University Institute for Water and Energy Sciences* hosted by the University of Tlemcen in Algeria. During the week of 2 December 2018, the delegation interacted with:

Dr Antoinette van der Merwe, Senior Director: Learning and Teaching Enhancement

Mr Nico Elema, Manager: Centre for Collaboration in Africa

Ms Sarah van der Westhuizen, Programme Manager: Semester Mobility programmes, Global Education Centre

Ms Anita Nel, Chief Director: Innovus and Business Development and colleagues from the Launchlab

Prof Scott Drimie, Centre for Complex Systems in Transition

Ms Susan van der Merwe, Director: Corporate Communications

Mr André Muller, Deputy Director: Academic Planning and Quality Assurance

Dr Celeste Nel, Director: Admissions and Residence Placement

Ms Alison Bucholz, Postgraduate Skills Development (PGO)

Ms Carol Kat, Head of Copyright and Short Courses

Prof Sampson Mamphweli, Director CRSES and Dr Eugene van Rensburg, Process Engineering (both from the ARUA Centre of Excellence in Energy)

On 21 February 2019, SU International and the Division of Research Development hosted the French Day @ SU in collaboration with the French embassy. The focus was on student mobility and cooperation in science and innovation, and the event included an exhibition with booths from Campus France, SU International (Global Education Centre) and the IRD-CNIRD-CIRAD Joint Representative Office, all offering possibilities for student mobility to France as well as research opportunities. Students from the French section at the Department of Modern Languages presented a short play in the Neelsie.

The following is a summary of diplomatic and government related visits to SU during the reporting period:

7 September 2018 – Ms Sarama Tsunoda, Economic and Political Affairs, Embassy of Japan and Mr Y Naito, Consul General of Japan in Cape Town: Discussion about the South Africa-Japan University Forum 2019

17 September 2018 – Consuls in Cape Town. The Rector and Prof Hester Klopper hosted consular representatives from 15 countries, facilitated by Dr Prieur du Plessis, Honorary Consul for Slovenia

19 September 2018 – Student delegation from Trier University of Applied Sciences

21 September 2018 – Ms Patience Bongiwe Kunene, Executive Director on the Board of the World Bank representing Angola, Nigeria and South Africa and Dr Elizabeth Nanziri

25 September 2018 – Dr Zhang Daogen, President of Shanghai Academy of Social Sciences (SASS) and delegation

23 October 2018 – The Honorable Ed Royce, Chairman of the Committee on Foreign Affairs in the United States House of Representatives

1 December 2018 – PAUWES Pan African University Institute for Water and Energy Sciences hosted by the University of Tlemcen in Algeria

21 January 2019 – Dr Ariane Sabet, United Nations Systems Staff College (UNSSC), Learning Portfolio Manager, USA

7 February 2019 – Ms Dagmar Freitag, Member of the German parliament

21 February 2019 – French Day @ SU

26 February 2019 – HE Dr Johann Brieger, Austrian Ambassador

27 February 2019 – Mr Thomas Rachel, Parliamentary State Secretary to the Federal Minister of Education and Research

6 March 2019 – Dr Kostas Champiaouris, Minister of Education and Culture, Cyprus

7 March 2019 – Shri Yudhvir Singh Malik, Secretary and Shri Amit Kumar Gosh, Joint Secretary of the Indian Ministry of Road Transport and Highways, hosted by Prof Jan Hvenga, Department of Logistics

22 March 2019 – Keren Elton, Programme Development Manager and Liberty Oberlander, Deputy Head of Membership, Association of Commonwealth Universities

5 April 2019 – Prof Win van den Doel, Chair of NWO Social Sciences and Humanities, The Netherlands

10 April 2019 – Ms Julie David, Academic & Cultural Liaison Officer – South Africa, Wallonia-Brussels International.be

20 June 2019 – Ambassador of Chile, H.E. Francisco Berguño – visit to Dept of Botany and Zoology

General visits by groups

Preceding the SAJU conference in Pretoria, a Japanese delegation visited SU on 21 May for a general introduction:

Dr Shinichi Takeuchi, Director: African Studies Center, Tokyo University of Foreign Studies

Prof Jun Matsukuma, Tokyo University of Foreign Studies

Prof Tatsuya Kusakabe, Deputy Director, Center for the Study of International Cooperation in Education, Hiroshima University

Prof Kazuhiro Yoshida, Hiroshima University

Mr Nobuo Kanda, Project Office, J.F. Oberlin University and Affiliated Schools

Mr Atsushi Nagaoka, J.F. Oberlin University

New agreements concluded

NAME OF INSTITUTION	COUNTRY	TYPE OF AGREEMENT	LEVEL OF AGREEMENT AT SU	DATE SIGNED
Federal University of Minas Gerais	Brazil	MOU	Institutional	25/10/2018
Technische Universität Braunschweig	Germany	Student Exchange	Department: Information Sciences and Division of Computer Science	01/01/2019
Humboldt-Universität zu Berlin	Germany	Summer/ Winter School	Institutional	08/02/2019
Humboldt-Universität zu Berlin	Germany	Short Programme	Faculty: Education	08/02/2019
Michigan State University	USA	MOU	Institutional	21/02/2019
National Biofilms Innovation Centre	UK	MOU	Institutional	04/03/2019
Università degli Studi di Padova	Italy	Joint Degree	Institutional	12/03/2019
University of Trieste	Italy	MOU	Institutional	26/03/2019
University of Trieste	Italy	Student Exchange	Faculty: Arts and Social Sciences	26/03/2019
Accadis Hochschule Bad Homburg	Germany	MOU	Institutional	10/04/2019
Accadis Hochschule Bad Homburg	Germany	Student Mobility	Institutional	10/04/2019
City University of Hong Kong	Hong Kong	Summer/ Winter School	Institutional	13/06/2019

Agreements renewed

NAME OF INSTITUTION	COUNTRY	TYPE OF AGREEMENT	LEVEL OF AGREEMENT AT SU	DATE SIGNED
North Carolina State University, Raleigh	USA	MOU	Institutional	05/02/2019
Humboldt-Universität zu Berlin	Germany	Student Exchange	Institutional	08/02/2019
University of Natural Resources and Life Sciences (BOKU), Vienna	Austria	MOU	Institutional	21/02/2019
University of Hamburg	Germany	MOU	Institutional	01/04/2019
University of Hamburg	Germany	Student Exchange	Institutional	01/04/2019
University of Hamburg	Germany	Staff Exchange	Institutional	01/04/2019
University of Zurich	Switzerland	MOU	Institutional	23/04/2019
University of Zurich	Switzerland	Student Exchange	Institutional	23/04/2019
University of Georgia	USA	MOU	Institutional	29/04/2019
University of Georgia	USA	Student Exchange	Institutional	29/04/2019
University of Lausanne	Switzerland	MOU	Institutional	29/04/2019
Xiamen University	China	MOU	Institutional	14/06/2019
Xiamen University	China	Student Exchange	Institutional	14/06/2019

Addendum D – Conference participants in the Town and Gown Conference from beyond Stellenbosch

Alice, SA	University of Fort Hare	Prof John Hendricks	Interim Deputy Vice-Chancellor (Academic Affairs)
Bath, UK	University of Bath	Prof Veronica Hope Hailey	University Vice-President
		Dr Pete Nuttall	Director: International Relations, School of Management
		Prof Catherine Montgomery	Academic Director of International Partnerships
Belfast, UK	Queen's University Belfast	Prof Nigel Scollan	Director of the Institute for Global Food Security
		Prof Joanne Hughes	Director of the Centre for Shared Education at Queen's
College Park, USA	The Pennsylvania State University	Dr Bob Crane	Associate Vice-Provost
Coventry, UK	Coventry University	Prof John Latham	Vice-Chancellor and CEO
		Prof Gideon Maass	Director – International Centre for Transformational Entrepreneurship
		Dr Tom Williamson	Head of School: Economics, Finance and Accounting
Durham, UK	Durham University	Mr Sam Dale	Director of Student Support and Wellbeing
		Mr George Walker	Students' Union President
Goettingen, Germany	University of Goettingen	Dr Uwe Muuss	Director: Goettingen International
	City of Goettingen	Ms Ekaterina Ershova	Office of the Mayor
Grahamstown, SA	Rhodes University	Ms Orla Quinlan	Director: International Office
Kingston, Canada	Queen's University Canada	Ms Ann Tierney	Vice-Provost and Dean of Student Affairs
Leuven, Belgium	KU Leuven	Prof Pol Ghesquière	Research Coordinator: Humanities and Social Sciences Group
Lund, Sweden	Lund University	Ms Margareta Nordstrand	Executive Director: External Relations
		Dr Pär Svensson	Regional Coordinator Africa
		Ms Lisa Thelin	Head: External Engagement
		Ms Christina Abdulahad	Chair: Lund Student Union
St Andrews, UK	University of St Andrews	Ms Sam Lister	Assistant Registrar (Academic Partnerships and International Experience)
		Mr Stephen Stewart	Director of Sport
Stellenbosch	Stellenbosch University	Prof Wim de Villiers Prof Hester Klopper	Vice Chancellor DVC: Strategy & Internationalisation

Addendum E – SIAN Participants

TITLE	FIRST NAME	LAST NAME	INSTITUTION	COUNTRY
Ms	Romy	Beer	University of Zürich	Switzerland
Mr	Klemens	Blass	Konstanz University of Applied Sciences	Germany
Ms	Friederike	Boelle	Kühne Logistics University	Germany
Ms	Caroline	Dangerfield	University of Bath	UK
Mr	Joseph	Ecklu	University of Ghana	Ghana
Ms	Asa	Foster	Lund University	Sweden
Prof	Paul	Garside	University of Glasgow	UK
Mr	Scott	Gibson	King's College London	UK
Ms	Anne Sophie	Hokkanen	University of Helsinki	Finland
Dr	Ismail	Ibraheem	University of Lagos	Nigeria
Dr	Muhammad	Kiggundu Musoke	Makerere University	Uganda
Ms	Annie	Lloyd	King's College London	UK
Mrs	Violetta	Marks-Ditshotlo	University of Botswana	Botswana
Dr	Volfgang	Melecky	Czech Technical University in Prague	Czech Republic
Mrs	Lovisa	Nghipandulwa	University of Namibia	Namibia
Prof	Marriote Jacob	Ngwaru	Reformed Church University	Zimbabwe
Ms	Jemima	Okai	University of Ghana	Ghana
Mr	Celso	Oliviera	University of Sao Paulo	Brazil
Ms	Ulrika	Qvist Mathiesen	Lund University	Sweden
Mrs	Betina	Sedlacek	Leipzig University	Germany
Dr	Zhiyuan	Sun	Zhejiang Normal University	China
Dr	Torsten	Szobries	Hamburg University	Germany
Mr	Matt	Tips	KU Leuven	Belgium
Ms	Kim	Van Overvelt	University of Antwerp	Belgium
Dr	Marta	Vizcaya Echano	Coventry University	UK
Prof	Gunter	Voigt	Konstanz University of Applied Sciences	Germany
Ms	Martina	von Imhoff	Technical University of Munich	Germany
Prof	Xiulan	Wan	Zhejiang Normal University	China

Addendum F – Activities with other African partners for the reporting period

(Note: Where other partners beyond Africa are listed, the activity has a specific focus on Africa)

CATEGORY	SU APPLICANT	SU FACULTY	VISITOR OR HOST	COLLABORATING PARTNER(S)
ACG host a visitor	Dr Rose, Lindy	AgriScience	Prof Okoth, Sheila	University of Nairobi, Kenya
ACG host a visitor	Prof Williams-Elegbe, Sope	Law	Ms Afinowi, Olubunmi	University of Lagos, Nigeria
ACG host a visitor	Prof Warren, Rob	Medicine and Health Sciences	Mr Siame, Kabengele	University of Zambia
ACG Post-Doc fellow	Dr Rushohora	Arts and Social Sciences	Mr Nyamusya, Balthazary	Majimaji Museum, Tanzania
ACG Post-Doc fellow	Dr Oelofsen, Marietjie	Arts and Social Sciences	Prof Ndushabandi, Eric	University of Rwanda
ACG visit to a institution	Prof Terblanche, Elmarie	Mecine and Health Sciences	Prof Ngala, Robert	Kwame Nkrumah University of Science and Technology (KNUST), Ghana
ACG visit to a institution	Dr Williams, Samantha	Arts and Social Sciences	Prof Bamutaze, Yazidhi	Makerere University, Uganda
ACG visit to a institution	Prof Zemlin, Annalise	Medicine and Health Sciences	Dr Wolde, Mistire	Addis Ababa University, Ethiopia
ACG visit to a institution	Prof Mash, Robert	Medicine and Health Sciences	Various	National University of Science and Technology, Zimbabwe; University of Zimbabwe
ACG visit to a institution	Prof Daniels, Savel	Science	Prof Mvongo-Ndongo, Pierre Armand	University of Yaounde I, Cameroon
ACG visit to a institution	Prof Bekker, Simon	Arts and Social Sciences	Prof Essomba, Philippe Blaise	University of Yaounde I, Cameroon
ACG workshop	Prof Swartz, Leslie	Arts and Social Sciences	Prof Lartey, Attah, Kpobi, Asafo	University of Ghana
ACG workshop	Prof Blitz, Julia	Medicine and Health Sciences	Various	Kenyatta University; Royal College of General Practitioners, Kenya
ACG workshop	Prof Moodley, Keymanthri	Medicine and Health Sciences	Dr Jaoko	University of Nairobi, Kenya; University of Malawi i
ACG workshop	Prof Gobodo-Madikizela, Pumla	Arts and Social Sciences	Prof Ndushabandi, Eric	University of Rwanda; American University Cairo, Egypt; University of Johannesburg
ACG workshop	Prof Pulliam, Juliet	Science	Prof Dawa and Mwangi	University of Nairobi, Kenya
Benchmarking visit	Prof Leysens, Tony	Arts and Social Sciences	Prof Agyei-Mensah, Samuel	University of Ghana

CATEGORY	SU APPLICANT	SU FACULTY	VISITOR OR HOST	COLLABORATING PARTNER(S)
Benchmarking visit	Mr Fokkens, Andries	Military Science	Dr Shivoro, Romanus	University of Namibia
Benchmarking visit	Dr Elema, Nico	SU International	Dr Hussein, Zaharan	Mbeya University of Science and Technology, Tanzania
Host a visitor	Dr Elema, Nico	SU International	Dr Jacobson, Michael	Penn State University, USA
Host a visitor	Prof Myburgh, Kathy	Science	Dr Mahachi, Carol	University of Zimbabwe
Host a visitor	Dr Bosman, Gurthwin	Science	Dr Tegegne, Newayemedhin	Debre Berhan University, Ethiopia; University of Electro-Communications; Addis Ababa University, Ethiopia
TRECCA II Staff visit	Ms Derby, Norma	SU International	Prof Athlapheng, JR	University of Botswana
Visit to a institution	Dr Brand, Dirk	Economics and Management Sciences	Dr Mupashi, Mwenda	University of Zambia
Visit to a institution	Prof Hanekom, Susan	Medicine and Health Sciences	Dr van der Merwe, Marius	University of Namibia
Visit to a institution	Prof Blitz, Julia	Medicine and Health Sciences	Prof Madzimbamuto, Farai	University of Zimbabwe

Addendum G – Incoming Staff Mobility

TITLE, NAME, SURNAME	HOME INSTITUTION	COUNTRY	HOST AT SU	HOST DEPT / SCHOOL / FACULTY / CENTRE
Prof Robert Reizis	West Univ. of Timișoara	Romania	Dr Dirk Brand	Public Leadership
Prof Brankica Svitlica	Polytechnic of Požega	Croatia	Dr Astrid Buica	Viticulture and Oenology
Prof Josip Mesić	Polytechnic of Požega	Croatia	Dr Astrid Buica	Viticulture and Oenology
Prof Valentina Obradovic	Polytechnic of Požega	Croatia	Dr Astrid Buica	Viticulture and Oenology
Prof Antonella Dalle Zotte	Università degli Studi di Padova	Italy	Dr Elsje Pieterse	Animal Sciences
Dr Nuša Šegrec	University of Ljubljana	Slovenia	Prof Soraya Seedat	Psychiatry
Prof Andrea Pitacco	Università degli Studi di Padova	Italy	Dr Albert Strever	Viticulture and Oenology
Prof Alberto Facchini	Università degli Studi di Padova	Italy	Prof Zurab Janelidze	Mathematical Sciences
Prof Jean-Francois Moyen	Université Jean Monnet Saint-Etienne	France	Dr Jodie Miller	Earth Science
Ms Annie Lloyd	King's College	UK	Alecia Erasmus	SU International
Mr Scott Gibson	King's College	UK	Alecia Erasmus	SU International
Prof Eric Athenot	Université Paris-Est Créteil Val de Marne (UPEC)	France	Dr Dawid de Villiers	English Studies
Dr Joni Karjalainen	University of Turku	Finland	Prof Morne Mostert	Institute for Futures Research
Prof Rupert Fankhauser	University of Music and Performing Arts Vienna	Austria	Pamela Kierman	Music
Mr Philipp Sageder	University of Music and Performing Arts Vienna	Austria	Pamela Kierman	Music
Prof Stefano Benni	University of Bologna	Italy	Prof Wessel du Toit	Viticulture and Oenology
Prof Mariachiara Russo	University of Bologna	Italy	Dr Kim Wallmach	SU Language Centre
Prof Luca Jourdan	University of Bologna	Italy	Prof Steven Robins	Sociology and Social Anthropology
Prof Carol Csatlos	Transilvania University of Brașov	Romania	Dr Brand Wessels	Forest and Wood Science
Prof Carmen Gerigan	Transilvania University of Brașov	Romania	Dr Brand Wessels	Forest and Wood Science

Addendum H – Outgoing Staff Mobility

TITLE, NAME, SURNAME	HOME DEPT/ FACULTY / CENTRE / DIVISION	HOST UNIVERSITY	COUNTRY
Mrs Michelle Visser	Industrial Psychology	University of Graz	Austria
Mr Grant van Velden	Maties Sport High Performance Unit	University of Limerick	Ireland
Ms Merwede van Tonder	Admissions Office: MBA, USB	University of Turku	Finland
Mrs aynette de Wee	International Affairs, USB	Vienna University of Economics and Business	Austria
Prof Jodie Miller	Earth Science	Université Jean Monnet Saint-Etienne	France
Mrs Sue-Vickey Brandt	SU International	University of Porto	Portugal
Mrs Nicoline Carstens	SU International	University of Porto	Portugal
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