

Annual Management Report

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A Time of Resilience

- The sprint became a marathon and ultra-marathon
- From old abnormal to new abnormal
- Intensification of concerns
- Development of new concerns
- Intensification of innovation
- Achievements amidst tragedy and vulnerability
- Realistic hope; Responsive hope; Resilient hope
- From TINA (there is no alternative) to TANIA (there are new and imaginative alternatives)
- Resilience in togetherness in MS Teams and as a team

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Leading the Responsibility Centre

RC Management Team



Prof Nico Koopman



Mr Victor Mthobi



Dr Pierre Viviers



Dr Leslie van Rooi



Ms Tania Arrison



Ms Joanne Williams

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Divisions in Responsibility Centre



Human Resources Division



Mr Victor Mthobi



Mr Ebrahiem Abrahams



Mr Japie Kotze



Mr Sello Molapo



Ms Carmen Paynter



Mr Jan Knight



Ms Lieze-Carli Roux



Mr Wessel Nolte



Mr Johan Loubser



Ms Shibu Mamaboto



Ms Venessa Williams

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Divisions in Responsibility Centre

Campus Health Service (CHS)



Dr Pierre Viviers



Dr Craig Thompson



Ms Susan Crompton



Ms Valdene Southon



Ms Kashiefa Appels



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Divisions in Responsibility Centre



Social Impact and Transformation



Ms Saartjie Botha



Dr Leslie van Rooi



Ms Ernestine Meyer-Adams



Mr Bongani Mjijima



Dr Zethu Mkhize



Ms Michelle Jooste

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Value Proposition of RC

- Advancing the central institutional quest to **impact transformatively on society** through its **people** (staff, students, alumni, stakeholders, role-players and institutional partnerships), who all secure excellent, transformative and impact-making **academic programmes** of learning and teaching, research and innovation in local and global contexts
- **Supporting the academic mandate**, rendering professional, accessible, relevant and expert services through the various interdependent divisions of Human Resources, the Transformation Office, the Social Impact Division, Campus Health Services, the University Museum as well as the SU Woodfees (including the Woorde Open Wêrelde Programme and the SU Choir)



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RCMT Strategic Planning Session



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Staff Health and Wellbeing (SHW)

- Red Light Priority
- Imperative in Vision 2040 and Strategic Framework 2019-2024
- Staff Health and Wellbeing Plan had been approved
- Institutional Committee for Staff Health and Wellbeing had been established
- Advance implementation of decisions emanating from Staff Health, Wellbeing, and Climate surveys
- Day Care Imperative of SU (Institutional commitment to invest; Sustainability for Babin and new agreement; slower at Tygerberg)

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Staff Health and Wellbeing - Services

- SHW measures during COVID-19:
- Compassion: Default of Trust; Diversity of needs; Flexibility; Contextuality
- Health and Wellbeing website with resources and services:
<http://www.sun.ac.za/english/staffnet/Pages/Health-and-Wellbeing.aspx>
- Electronic SHW services from HR and Campus Health Services; Webinars; Coaching and Mentoring; Referral services
- Other crucial SHW services: Dr Jo-Anne Kirby, Primary Health Care and Sports Medicine; Sr Anneke van Heerden, Occupational Health Nurse Practitioner; Dr Haidee Williams; Occupational Health Physician; Mrs Greshne Davids, Divisional Head: Physiotherapy
- Encouraging vaccination

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Staff Health and Wellbeing – Services



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Quantitative Transformation – Diversification of Staff

- Academic staff in terms of gender 2020: Female 51%; Male 49%
- Professional Administrative and Service Staff (PASS) in terms of gender 2020: Female 63%; Male 37%
- All staff in terms of gender: Female 59%; Male 41%
- Academic staff in terms of “race” 2020: BCIA 25%; White 74%
- **In 2015 the figure for BCIA staff was 18%. There is therefore, steady growth**
- PASS in terms of “race” 2020: BCIA 60%; White 40%
- All staff: BCIA 59%; White 41%
- Staff with disabilities in total 33, i.e. just under 1% (national target is 2%)



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Quantitative Transformation – Student Diversification

- Student figures in terms of gender 2020: Female 56%; Male 44%
- Student figures in terms of “race” 2020: BCIA 47%; White 50%
- SU student success rate is almost best in country, but Black and Coloured students lower
- SU students with disabilities: 607



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Quantitative Transformation – Diversification of Institutional Bodies

- **Senate:**
- BCIA in 2020 (32%)
- Women in 2020: Total Women 34%; White Women 71%; BCIA Women 29%
- **Institutional Forum:**
- BCIA in 2020 52%
- Women in 2020 32%
- **Council:**
- BCIA in 2016 24%; BCIA in 2020 48%
- Women in 2016 14%; Women in 2020 32%



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Transformation Indaba



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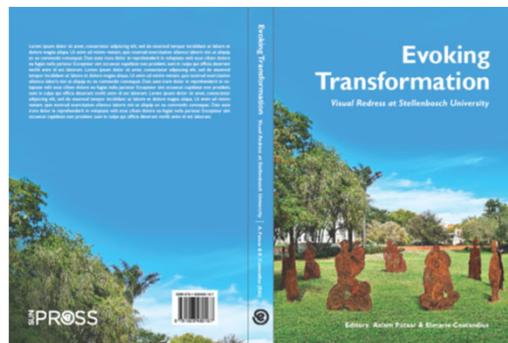
Qualitative Transformation – Institutional Culture

- Transformation of **institutional culture**:
- Transformation of discriminatory, conscious and **mostly subconscious** presuppositions, preconceptions, **prejudices** with regard to the so-called other;
- Transformation of structures, policies, practices and **power relations** that embody and perpetuate these prejudices;
- Transformation of mostly subconscious basic beliefs, **meaning-giving frameworks** that legitimatise these prejudices and structures

Qualitative Transformation – Building of Transformation Competencies

- **Building of transformation competencies of all staff and students**
- Journey from “Diverse and Apart” to “Diverse and Together” – journey of lifelong learning
- **In partnership**: Transformation Office; University Museum, Frederick van Zyl Slabbert Institute; Student Affairs, Equality Unit, Disability Unit; Faculties, PASS RCs; internal and external experts and partners
- **In various modes**:
 - Curricular and co-curricular
 - Workshops; seminars, colloquiums; symposia; conferences
 - Rector’s Institutional Calendar
 - Visual Redress and Renewal

Evoking Transformation - Visual Redress at Stellenbosch University



Transformation – Some vehicles

- Courses on role of EE Representatives in environments
- Implementation of New Code for Employment Equity and Diversity
- Transformation Key Performance Area (KPA) of 20-25% of every staff member
- Draft KPAs ready for extensive consultation
- New Plan for Employment Equity for 2021-2025 (Labour Department) completed
- Rector’s Strategic Personnel Fund
- Equality Unit (anti-GBV; equity)
- Disability Unit

Transformation wrt Staff and Students with disabilities: Progress

- Points of progress in Disability Year 2020 and beyond:
- Universal access is advanced through cooperation of the Disability Unit, Facilities Management and HUMARGA;
- HUMARGA does support staff with disabilities needing assistive technologies where individual departments cannot;
- Training in different modes wrt disabilities is done in partnership by the Disability Unit, the Transformation Office and Human Resources;
- Various joint programmes were undertaken in 2020 by above entities.



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Transformation wrt Staff and Student with disabilities: Challenges and opportunities

- Allocate an HR staff member who is mandated to focus on the needs and concerns of staff with disabilities;
- An increase in the employment of PASS and academic staff with disabilities (direct recruitment; employ SU graduates, senior students with disabilities);
- Institutional support for the African Network on Evidence-to-Action in Disability (AfriNEAD), within the Centre of Rehabilitation Studies in the Faculty of Medicine and Health Sciences, as an entity for research and advocacy on disability/differently abled-ness
- Strengthen the Disability Unit, and its capacity to advance universal access;
- Advance access with success for students with disabilities.



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SU as Anchor Institution in vulnerable societies

- Both local and international partnerships and cooperation were strengthened (civil society; government; corporate sector; other academic institutions)
- Some of the stakeholders during COVID-19 include Stellenbosch Municipality, the Stellenbosch Civil Advocacy Network, Visit Stellenbosch and the Western Cape Departments of Health, Public Works and Transport
- Funded SI projects continued
- Social Impact Committees function very well
- Social Impact Plan is due for revisioning
- Woordfees
- University Choir



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SU Choir



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A Humanising HR

- Strengthen staff complement of division
- Advance quality of service in some areas
- Upgrade HR processes, amongst others:
- Recruitment;
- Performance Management/Oversight;
- Career Progression, especially in PASS environments;
- Flexible working arrangements – now and in future;
- Recognition, Incentivisation and Bonuses



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A time of grace and gratitude

- In most challenging circumstances we go forward in spaces of gracious people and partnerships
- Gracious and adaptive students
- Gracious and committed staff
- Gracious and highly united leadership
- Gracious and cooperative external partnerships in academy, governmental departments, corporate sector, civil society with all its institutions and communities
- Gracious and engaged alumni
- Gracious Council that provides compassion, care, counsel, constructive criticism, and fair challenges that prompt us to consistently try to do better!!!!
- Gratitude to all!!!



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Thank you | Dankie | Enkosi

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