



REGISTRAR'S DIVISION



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STELLENBOSCH
UNIVERSITY

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1918 · 2018

2018
ANNUAL REPORT

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Vision

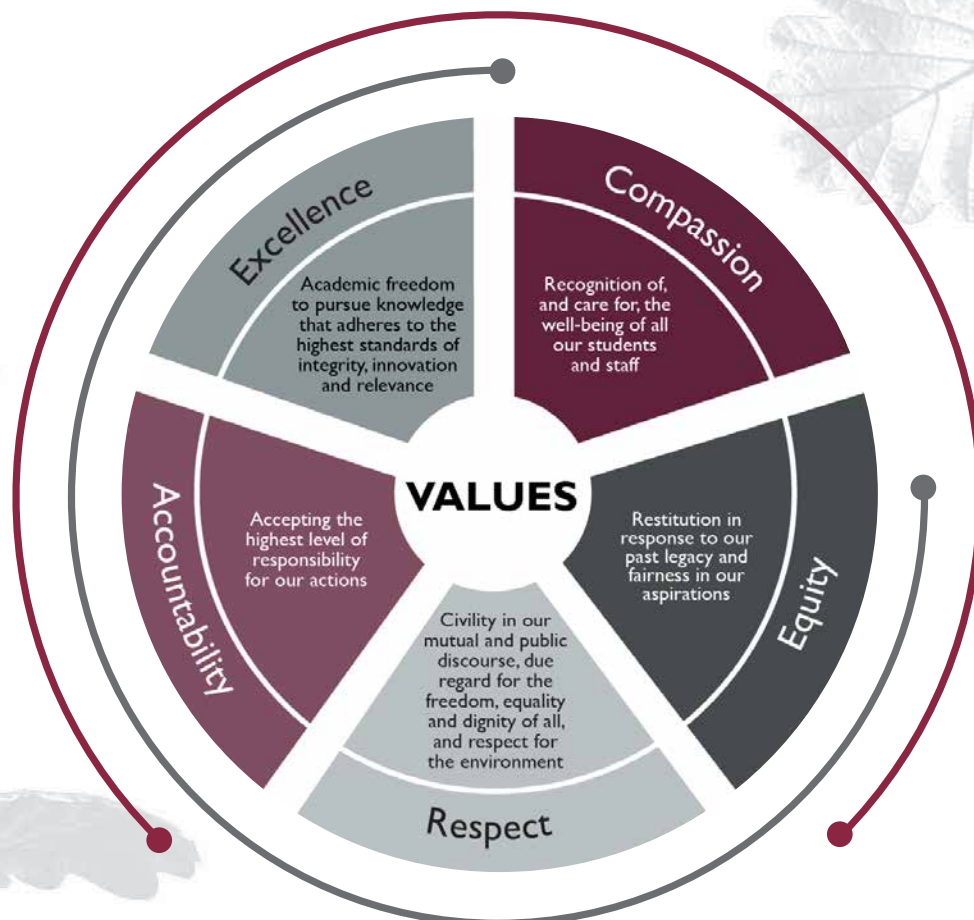
Stellenbosch University will be Africa's leading research intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society.

Mission

Stellenbosch University is a research-intensive university where we attract outstanding students, employ talented staff and provide a world-class environment; a place connected to the world, while enriching and transforming local, continental and global communities.

Values

Our values relate to the beliefs and attitudes that guide our behaviour ('our action guides'). All of the values are equally important, are interconnected and will inform SU's ethics code.





Preface by the Rector and Vice-Chancellor

When looking back on 2018, it was without question a year of milestones for Stellenbosch University (SU) – not only for the institution as a whole, but also for the Registrar's Division, who, in this document, reports on their activities in this year.

Regarding the overall picture, 2018 was our centenary, the year during which we commemorated the establishment of Stellenbosch University a hundred years ago. We celebrated our major achievements throughout the years, and thanked every person who contributed in making SU a world-class academic institution. At the same time we were not blind to our mistakes. We acknowledged SU's role in the injustices of the past, and we expressed our deep regret about these injustices.

Mindful of the challenges facing us, we looked ahead and drew up a new roadmap for the future – SU's Vision 2040 and Strategic Framework 2019–2024. With this we are indeed aiming high – we commit ourselves to becoming "Africa's leading research-intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society".

The Registrar's Division plays a key role in ensuring that we remain on course in our pursuit of this goal. Large institutions with long histories can easily lose their way if their bureaucratic substructure is not aligned with the new direction they wish to take. In this regard the Registrar's Division comes to our aid with a revision of SU's existing policies, regulations, rules and processes, in collaboration with the Strategic Initiatives Division. A preliminary exploration brought to light that literally hundreds of changes will need to be made to enable synergy with our new Vision and Strategic Framework. This is an enormous task, but it will most assuredly help to make SU more flexible and adaptable.

Another important task that the Registrar's Division successfully completed in 2018 was the revision of the SU Statute. This process commenced in August 2017, and was completed in November 2018 when the SU Council approved the revised Statute. In the intervening time, a task team under the leadership of the Registrar, Dr Ronel Retief, carried out extensive consultation, collaborating with experts and official SU structures to rewrite the Statute. We are confident that the Minister of Higher Education and Training will grant the required approval.

My deepest appreciation to the Registrar's Division for their dedication and enthusiasm in 2018. And I wish you all the best with the next shift!

Prof Wim de Villiers
Rector and Vice-Chancellor




**2018 was our centenary, the year during
which we commemorated the establishment
of Stellenbosch University a hundred years
ago**

**...it was without question a year of
milestones...**



Overview by the Registrar

Ronel Retief



In many respects, the last two years have been characterised by change in the Registrar's Division (RD) at Stellenbosch University (SU): The Registrar's reporting line changed from Vice-Rector (Learning and Teaching) to the Rector, Legal Services joined the Division, key staff members retired and new appointments were made. The Registrar's Division went through an extensive external evaluation process, drafted a comprehensive environment plan, and identified 17 strategic objectives in line with the then institutional strategic priorities. Processes and procedures were reviewed, organisational structures repositioned and renamed, and roles and responsibilities within the Division and its centres clarified.

During 2017/2018 the Registrar's internal focus was on redefining the RD's role within the Rector's responsibility centre (RC) and the larger institution, and forming collaborative partnerships with internal stakeholders, such as students, faculties and other PASS (Professional, Administrative, Support and Service) divisions. The personal and professional development of RD staff, and staff wellness in general also received focussed attention. The positioning of the three centres within the Registrar's Division – Legal Services, Governance Function Support and Student Administration (on three campuses) – and creating internal cohesion amongst these, were also key priorities.

External priorities related to building regional, national and international networks by using formal, as well as informal networking platforms. Meetings with the DHET and platforms created by USAf where matters of national relevance had been tabled, were attended either by the Registrar or her delegates. The annual Registrar's Imbizo (under the auspices of USAf), *ad hoc* meetings of registrars and academic administrators that were called to discuss specific issues (most recently on the pronouncement of "free higher education", NSFAS funding, and the proposed Central Application Service) and informal quarterly meetings with the registrars in the Western Cape provided opportunities for collaborative learning, benchmarking and the nurturing of mutually beneficial relationships that have the potential of becoming strategic partnerships.

The three centres of Student Administration (at Stellenbosch, Tygerberg and Bellville Park) collaborated with other PASS divisions on the establishment of a systemic approach to client service. Administrative processes have been reviewed and refined, but some inconsistencies remain and more work needs to be done on the drafting of standard operating procedures that will facilitate efficiency, and also accountability and good governance in general.

The Student Administration staff were also active participants in the extensive RFP (request for proposal) process, which led to the contracting of the India-based company Serosoft for the development of a new student information system, which will underpin every process supporting the student life-cycle at SU. During the next two to three years Student Administration, as one of the major stakeholders of the SUNStudent project, will play a key role in the implementation of the new SIS, which will be done in partnership with IT, Information Governance, other PASS environments and faculties.

Over the last year the Centre for Governance Function Support has been "living into" the new expectations that came with its repositioning and the expansion of its role. The Centre is responsible for policy management, delegation management, records management (including the institutional Archives), secretariat services to Council, Senate and the IF, as well as their committees, and the Rectorate and the General Management Committee, and the implementation and upholding of the SU Statute and institutional rules. A strategy for governance function support was developed and a new draft SU Statute was thoroughly consulted throughout 2018, and approved by the SU Council in November. The review of delegations within the delegation framework was finalised towards the end of 2018 and the new system for online delegations will be implemented during the course of 2019. The roll-out of an institutional records management system in line with the Records Management Policy is also ongoing.

During 2018 Legal Services concluded the introductory phase of the new Student Disciplinary Code and also commenced with the establishment of an institutional compliance function. Key appointments were made in the Head: Student Discipline and the Compliance Officer. An area that also received attention was the establishment of specialised legal administrative support across the Centre. Going forward the focus will shift to the digitalisation of the contract management function for greater efficiency and improved governance.

With a renewed focus on staff development and staff participation, relationship building with key stakeholders of which students and faculties are the most important, and an increased focus on the digitalisation of processes across the three functional areas of the RD, we aim to position ourselves as a PASS environment with a reputation for being a competent, effective, client-centred and innovative team that provides excellent service and contributes to the attainment of the SU vision and strategy.



**nurturing
of mutually
beneficial
relationships
for strategic
partnerships**

Centre for Student Administration

Bellville Park Campus

Head: Pierre Rossouw

The Centre for Student Administration on the Bellville Park Campus is responsible for the administration of students who follow the 13 postgraduate programmes at the US Business School (USB) and the three postgraduate programmes at the School of Public Leadership (SPL).

STUDENT NUMBERS

The number of new students per programme serviced by the Centre on Bellville Park Campus:

(the USB's PhD in Futures Studies did not have new registrations in 2018 and therefore this programme does not appear in the table below)

NEW USB AND SPL REGISTRATIONS FOR 2018 (Number of students per programme)	
USB	Number
PhD in Business Management and Administration	20
PhD in Development Finance	41
Master of Business Management and Administration	493
MPhil in Development Finance	219
MPhil in Management Coaching	74
MPhil in Futures Studies	34
Postgraduate Diploma in Business Management and Administration	116
Postgraduate Diploma in Development Finance	63
Postgraduate Diploma in Financial Planning	136
Postgraduate Diploma in Leadership Development	43
Postgraduate Diploma in Project Management	109
Postgraduate Diploma in Futures Studies	61
Total	1 409
SPL	Number
PhD in Public Administration	63
Master of Public Administration	102
Bachelor of Public Administration Honours	235
Total	400



the Centre serviced 1 809 new students

NEW TIMETABLE SOFTWARE

In 2018, staff of the Centre received training in new timetable software, namely Syllabus (Scientia), because the USB will be switching to this software in 2019. This software is already being used on the Stellenbosch Campus, but a few changes, which the Centre identified through consultation, have to be made to the software to meet USB's requirements. Key among these is that USB's classes fit into timeslots that differ from the timeslots for Stellenbosch's classes. This software will allow lecturers and students to receive their timetable information directly in their Outlook calendars.

When Syllabus (Scientia) is implemented, it will also enable pulling the teaching load of each lecturer into the Academ software, which was procured in 2018, automatically. Academ will greatly reduce the manual work needed in applications for accreditations.

NEW SOFTWARE FOR USE IN ONLINE ASSESSMENT

From 2019 the USB will be switching over to RPNow. This software serves as an online invigilator, which monitors a student's computer, as well as his or her movements in front of the computer during online examinations and tests. In 2018, the Centre received training for this software and took part in test-runs with it. Additionally, the Centre provided input regarding small changes to the software to better meet students' needs. One of these was that the software had to be able to accommodate two screens. We are very excited about this software, which makes the recording of and reporting on all assessment violations on video possible.

EQUIS ACCREDITATION

In September 2019, the USB and USB-ED will be subject to EQUIS accreditation. The Centre has been working hard to gather the information, as required, for the accreditation report.

Centre for Student Administration

Stellenbosch Campus

Head: Neels Fourie

The Centre for Student Administration on Stellenbosch Campus consists of the Instructional Programmes Administration Section, the Examination Section, the Timetables and Venues Section, the Post and Filing Section and an office responsible for publications related to the Centre.

INSTRUCTIONAL PROGRAMMES ADMINISTRATION

The Instructional Programmes Administration Section is essential to student administration and as such it is of cardinal importance for the successful execution of SU's core activities of learning and teaching.

The Section consists of seven faculty administrators and 13 faculty officers who administer the students of eight faculties. There is also one faculty officer who helps with student administration of the Faculty of Medicine and Health Sciences, as well as three officers who administer the students on the telematic platform.

In 2018, the Section served students, faculty and the broader campus community with professionalism and integrity. The



Section was once again a key role player in supporting the enrolment process and in providing secretarial support to faculties. The Section was also involved in certain strategic and collaborative initiatives. The most notable of these was collaboration between Stellenbosch University and The Academy for Environmental Leadership SA (AEL) in the Northern Cape to assist with admission of AEL students to SU, as well as with referrals of students who want to take a gap year or did not obtain readmission to SU to continue their studies.

Cheryl Nieuwoudt (Administrative Officer for AgriSciences) coordinated a project that looked at the implementation of flexible working hours within the Section. One of the key objectives was to structure working hours in a way which ensures maximum productivity for the employee and the institution. The successful implementation of flexible working hours currently ensures that there is continued service provision to students throughout operating hours, which includes lunch times.

Number of students per faculty provided with administrative services on Stellenbosch Campus

Faculty	Special Students (not registered for a full qualification)	Postgraduate Students	Undergraduate Students	Total number of students per faculty
AgriSciences	49	566	1 575	2 190
Arts and Social Sciences	261	1 438	3 287	4 986
Economic and Management Sciences	261	3 422	5 244	8 927
Education	10	775	1 069	1 854
Engineering	85	929	3 081	4 095
Law	6	438	447	891
Medicine and Health Sciences	316	1 739	2 533	4 588
Military Science	2	90	462	554
Science	92	817	2 230	3 139
Theology	9	292	240	541
Total number of students	1 091	10 506	20 168	31 765

Number of telematic students per faculty provided with administrative services on Stellenbosch Campus

Faculty	Programmes	Number of telematic students
AgriSciences	2	15
Economic and Management Sciences	10	509
Education	7	68
Medicine and Health Sciences	13	462
Military Science	3	212
Total number of students		1 568



Innovative use of cell phone technology

In 2017, cell phone technology for identifying students for access to examination venues was tested in a limited pilot project and was a resounding success. The technology entails holding a student's student card against the back of the cell phone, and on the screen it is then indicated whether the student has to write the examination in the specific module in the specific venue. Because of the success of the pilot project, this technology was rolled out in all examinations in 2018 across more than ten buildings on Stellenbosch Campus, with the exception of the few written examination sessions (thus excluding computer-based and drawing board-based examinations) arranged solely for the very small number of students requiring extra writing time. Overwhelmingly positive feedback was received from both invigilators and students.

The development and successful implementation of this technology was a cross-division team effort, with Hendrik le Roux from Information Technology Division serving as the project manager and Emcé Louw, Head of the Examinations Section, responsible for much of the implementation process, including loading the cell phones, setting up the examination-related data used by the cell phones, training the convenors responsible for scanning at the venues and collecting the phones after the exams.



The administration entails the entire university lifecycle of a student from admission to a programme to graduation. An integral and critical part of all these activities is information delivery and aid to students, their parents, as well as academic and other support services staff.

Related to student administration is the issuing of study records, duplicate certificates and module contents to former students.

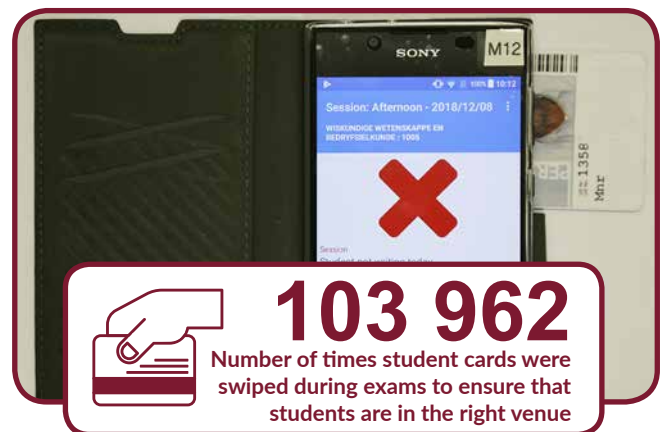
The faculty administrators also serve as secretaries of their faculties' faculty committee and faculty board meetings, with attendant services resulting from this on a continuous basis.

EXAMINATIONS

Examinations: Residential students – Stellenbosch Campus

Assessment is a necessary facet of each training institution's mainstream functions, and as such the Examination Section is crucially important for the maintenance of the academic stature of the University. The main function of the Examination Section (two staff members) is to administer and manage the examinations in the eight faculties on Stellenbosch. This entails among other things the accurate and timely execution of a multitude of processes and a wide-ranging problem-solving activities in order to ensure a successful examination round. In addition, the Examination Section, in collaboration with the Centre for Student Counselling and Development (CSCD), is responsible for determining and allocating extra writing time for tests and examinations for students who qualify for it. The Section also administers the applications for internal and external evaluation of examination scripts.

In large examination sessions on Stellenbosch Campus, up to 3 000 students were accommodated per time slot (with two slots per day), in approximately 50 examination venues in more than ten buildings. In the June 2018 examination 48 convenors, 118 invigilators and 6 scribes were used and in the November 2018 examination 48 convenors, 146 invigilators and 17 scribes were used.

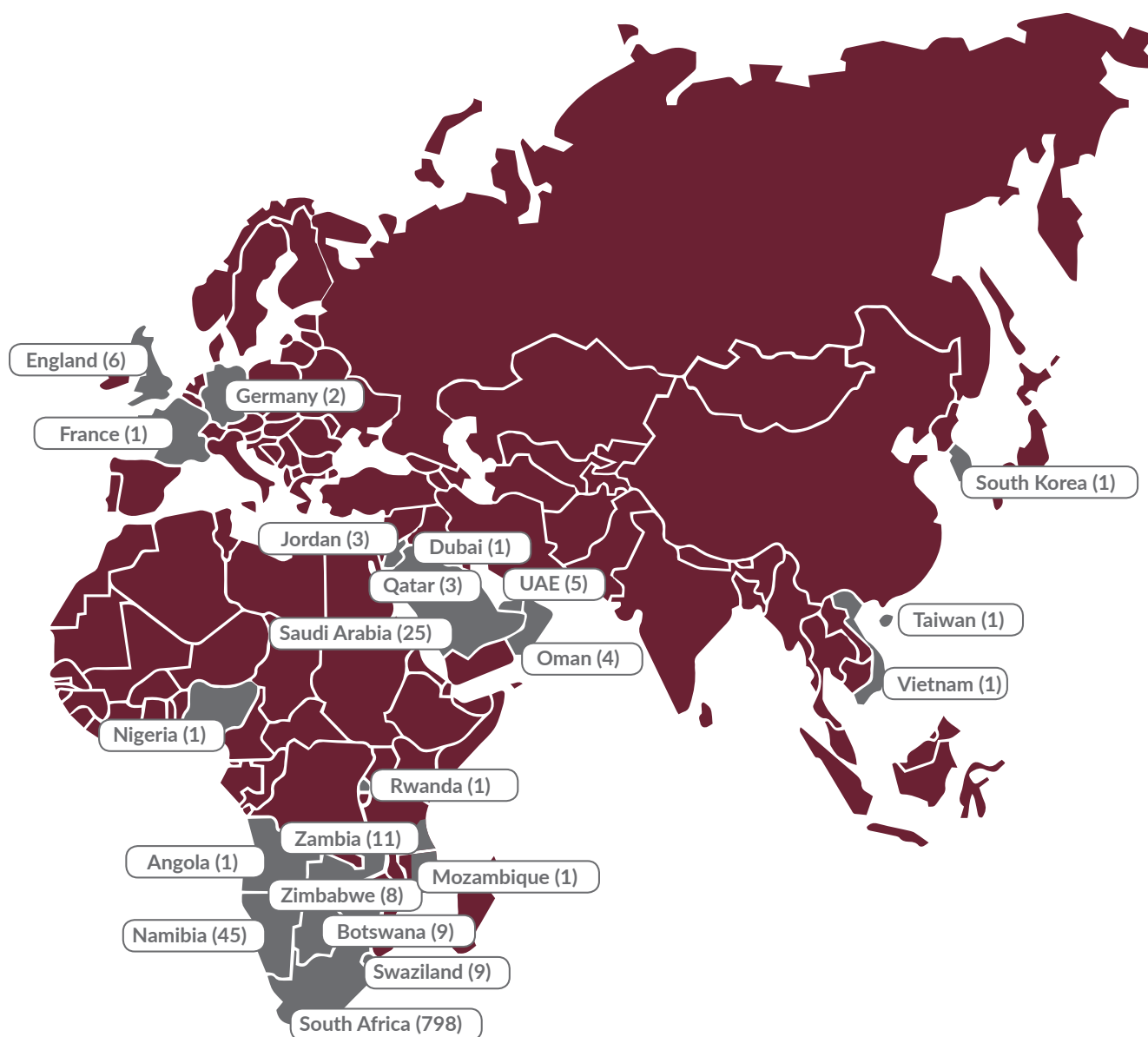


Examinations: Off-campus Students (Worldwide)

The Off-campus Examinations Office is responsible for coordinating the exams for students studying on the telematic platform. This work is particularly challenging, in the sense that it entails maintaining and protecting the integrity of examinations written far away from Stellenbosch.

In 2018 the Off-campus Examinations Office was also involved in examinations for two residential students participating in sports events abroad during opportunities. One of the students was an engineering student who was selected for the Junior Springbok Team participating in the Junior Rugby World Cup Tournament in Europe from 25 May to 19 June 2018 and could therefore not write some of his examinations on Stellenbosch Campus. Ruby Frans, Off-campus Examinations Coordinator, helped with the arrangements to enable the student to write the examinations concerned abroad while representing our country. The other student, who was a Blitzbok rugby sevens player, had to write an examination while participating in a tournament in Dubai and special arrangements was made for him to do so in the hotel in Dubai in which the team was staying.

Below the number of off-campus examination sessions abroad and in South Africa are reported.



Miriam Walters and Stefné Franken

TIMETABLES AND VENUES

The main function of the Timetables and Venues Section is drawing up the undergraduate class timetables, test timetables and examination timetables for the eight faculties on the Stellenbosch Campus. Undergraduate students already have access to these timetables before registration. In 2018, 4 355 first-year students' personalised class timetables were made known within two days after registration (and before the start of classes). Because the use of an Adobe Flash-based program enabling students to generate their own class timetables must end in 2020 when Adobe retires the Flash technology, the process to find a new software solution kicked off. With continual inputs and preliminary work by the Timetables and Venues Section, among others, the Information Technology Division did a business analysis in 2018 on technologies to replace the Flash technology. A new product, Publish, was chosen at the end of the year and it is intended to be implemented during 2019.

In 2018, the booking of approximately 6 200 venues for academic purposes (excluding examinations and tests) was administered by this Section. The Section also administered the booking of venues for non-academic purposes for student organisations (152), academic departments (52) and external entities (40).

PUBLICATIONS

The Registrar's Division has an office which is responsible for the annual coordination required for the publishing of all 25 parts (the Afrikaans and English versions) of the SU Calendar. This office is also responsible for the production of professorial inaugural lectures, of which there were 25 in 2018, and for providing language services (English and Afrikaans editing and translation) to the Registrar's Division.

In 2018, the responsibility for the University's printed graduation programme was transferred to this office from the Corporate Communication Division and the programme was redesigned to improve its readability. In June 2018, the office was also involved in the publication of a special graduation programme for a ceremony hosted by Stellenbosch University for Cuban medical students who obtained their degrees as part of the Nelson Mandela/Fidel Castro Medical Collaboration Programme between South Africa and Cuba.

POST AND FILING

During 2018, the Post and Filing Section provided an invaluable service to both clients internal to SU and to external clients.

- Approximately 10 000 outgoing postal items were handled
- Between 22 000 and 23 000 postal items were sorted and distributed to academic departments and support environments
- Support was provided at the meetings of Rectorate, Council and Senate and to General Management Meeting
- Support was provided at the graduation ceremonies in March and December
- Exam documentation was safely and timeously delivered to the Bellville Park and Tygerberg campuses



Christopher Julius and Sharon van de Rheede



Seated from left to right: Ivan Fortuin, Bronwynne Wenn, Morné Rhoda, Reggie Rhoda sorting post for internal distribution



**Between 22 000
and 23 000
postal items
were sorted and
distributed in
2018**



Centre for Student Administration

Tygerberg Campus

Head: Farah Fredericks

The Centre for Student Administration on Tygerberg Campus (CSA-TC) focuses on the provision of a comprehensive service to prospective and current students, support and academic staff, and the public stakeholders in the Faculty of Medicine and Health Sciences. This service relates to student and academic administration at the Faculty of Medicine and Health Sciences and Tygerberg Campus. While the Centre provided administrative services to 5 014 students in 2018, the year also saw a number of personal staff achievements, innovation and programme expansion.

Building on the development of Standard Operating Procedures (SOP's) in 2017, the centre initiated its first training session for departmental administrative staff in the Faculty of Medicine and Health Sciences (FMHS) which was held on 13 March 2018 and covered themes related to the processes, rules and policies of 'Application, Admission and Selection of students', 'Registration of students (UG & PG)', 'Loading of results', 'Examinations', 'HPCSA matters' and 'Student support'. The session was attended by over 70 FMHS staff members and received very good feedback. It provided a sturdy platform for future bespoke training interventions for faculty staff in relation to their academic administration responsibilities.

On 19 June 2018, the CSA-TC staff participated in an effective communications workshop using Transactional Analysis (TA), a psychological framework that helps people to understand their development, personality and communication styles. The session was presented at the FMHS's Worcester Campus and was facilitated by Karen Pratt, an expert in the field. The staff feedback indicated that the workshop provided them with "confidence to communicate effectively with colleagues, as well as clients".

NEW PROGRAMMES AND PROCESSES

As of 2019, the Faculty of Medicine and Health Sciences will offer the Bachelor of Nursing programme. The Selection Office coordinated the recruitment, application and selection processes for this programme and in 2018, 61 students were selected.

2019 will also see the official transfer of the Department of Sport Science to the FMHS. During 2018, CSA-TC facilitated the transfer of currently registered postgraduate Sport Science students to the FMHS, and in 2019 will facilitate the registration and academic administrative support of all continuing and new sport science students in the FMHS.

Staff in the Centre also innovated to revise out-dated processes. Vanessa Joseph, Faculty Administrator, pioneered the successful implementation of automated acceptance and response letters to FMHS postgraduate applicants. Until 2018, these letters were generated manually, which proved to be very time-consuming for the staff issuing these letters.



**61 students
were selected
in 2018 for
the Bachelor
of Nursing
programme.**

Applications processed and selections during 2018 for the 2019 intake

Undergraduate Programmes		
Programme	Applications	Selections
MBChB	3 816	321
Physiotherapy	575	54
Occupational Therapy	572	66
Speech-Language and Hearing Therapy	182	36
Nursing	120	61
Dietetics	106	36

Postgraduate Programmes		
Programme	Applications	Selections
Honours	385	108
Postgraduate Diploma	1 055	592
MSc	251	68
MPhil	115	53
M (research and structured)	249	137
MMed	22	12
PhD	15	4



Health Professions Council SA (HPCSA) UG registrations in 2018

Group	Number
All new FMHS first-year students	465
Fifth-year medical students	280
All FMHS Final-year students	465

Despite only being at the helm since November 2017, the Head of the Undergraduate Bursaries and Loans Office at Tygerberg, Noluvuyo Capsana, supported by Rochelle Sylvester (administrator), coordinated the allocations and administration of 2 210 bursaries amounting to R102 758 042,00. Amongst the funds managed by the office, was the renamed FMHS iThemba Bursary, which supported the continued registration of all students who were unable to register due to outstanding debt, as well as the Hippocampus Fund, a newly established student-driven fund that supports students to gain access to life essentials that cannot be covered by their bursaries.

In 2018 the FMHS developed an entry commitment that all students made on entering their undergraduate health professions programmes.

Aligned with that, the faculty had also revised what used to be the graduation oath to an updated pledge for all students who graduate with a Stellenbosch University health professions qualification. This is a pledge made in public to uphold the values of the faculty and the profession that they are joining. This revision also led to the revision of the former Oath Ceremony, coordinated by Salot Hanekom in the Deputy Registrar’s office, which allowed parents to attend the actual signing of the Pledge (previously the Oath) for the first time.

EVENTS

The 5th annual FMHS Open Day was held on Saturday, 24 February 2018, and saw over 3 500 prospective health sciences students at the Tygerberg Campus. The event was coordinated by Sandra Josias and the Selection Office.


Under the leadership of Farah Fredericks and Estie Geldenhuys, CSA-TC coordinated the ninth Cuban-trained Medical Doctors Graduation Ceremony (also known as the Nelson Mandela/Fidel Castro Graduation Ceremony) in July 2018, in collaboration with the Division of Corporate Communication and the FMHS. A total of 57 graduates from the University of Villa Clara in Cuba received their medical degrees at a ceremony, which was hosted by Stellenbosch University on behalf of the South African Department of Health, in the Endler Hall at Stellenbosch University (SU). This was the second time SU hosted the event; the first time being in 2012. Among the dignitaries at the graduation ceremony were the Cuban Deputy Minister of Public Health, Dr Alfredo Gonzales Lorenzo, the South African Deputy Minister of Health, Dr Joe Phaahla, who delivered the keynote address, the Vice-Chancellor of the University of Villa Clara, Prof Ida Santana Perez, and provincial MECs for Health like Dr Gwen Ramokgopa from Gauteng.

NELSON MANDELA/FIDEL CASTRO MEDICAL PROGRAMME GRADUATION



17 July 2018





Handwritten speech by
Prof GG Cillié at the opening
of the University

Centre for Governance Function Support

Head: Lazelle Bonthuys

CENTENARY EXHIBITION

SU's archivist, Karlien Breedt, was exceptionally active during 2018, in particular because of the SU Archives' involvement in SU's Centenary commemoration. Many of the photos and information included in Centenary publications are from the collections of the Archives. A wonderful highlight was the Centenary Exhibition that opened in March 2018 in the Archives. This exhibition is a visual representation of highlights from the last 100 years, as well as a look on fashions over the years and at how the campus has grown since the University was established in 1918. Karlien deserves the lion's share of the credit for making this happen. She was also co-author of an article in the official mouthpiece of the Genealogical Society of South Africa, *Capensis* and presented a paper at a national conference on record management in Nelspruit.

The Archives also collaborated on the SU Museum's exhibition A hundred artefacts for a hundred years and donated the following items for the exhibition:

Programme for the opening of the University of Stellenbosch (1918); Centenary medal, (1966); Handwritten speech by Prof GG Cillié at the opening of the University (1918); Graduation ceremony programme (1923); Printout of the first computer program at the University of Stellenbosch (1963); Clerical reference guide (c 1960); Article on the first coloured students at the University (1978); Vintage stamp holder (c 1890); Visitors' Book from the Rector's office (1995); Glass negative of Wilgenhof staff (1927); BTK song book (1944); BTK sweeper knapsack (1930s); Film about Junior Day (1941, 1943); Notebook of Prof HC Notcutt, lecturer in English (1935)

GENERAL OVERVIEW

The Centre for Governance Function Support (CGFS) focuses on strengthening good governance at SU. As part of this focus, in the course of 2018, CGFS drew up a draft Ethics Code for SU overall (a first in SU's history) and consulted with the SU Council on it. Council agreed that this draft Ethics Code be circulated campus-wide in 2019 for further inputs. CGFS also manages, among other things, the secretariat of numerous Council and Senate committees and the Rectorate. This amounted to about 180 meetings in 2018. In addition, the SU Archives, which is part of CGFS and plays a key role in the protection of SU's essential records, initiated a project to create a record management system (SUN-Records) that will see campus-wide implementation in phases.

In 2018, CGFS held an extremely successful strategic planning session to map out the Centre's new direction, the realisation of the larger Registrar's Division's Environmental Plan and the supporting of SU's strategic goals. During the year, two follow-up sessions were held to measure progress and to maintain momentum.

A breakthrough for CGFS in 2018 was the creation of three much needed positions, namely that of an additional committee officer, an administrative assistant and a junior archivist. These posts will be filled in 2019.

TRAINING PROVIDED ON CAMPUS

As part of CGFS's support of good governance and in an attempt to increase the quality of secretariat services to faculties, a workshop was held for all faculty administrators to clarify the roles and responsibilities of faculty board secretaries. Guidance was also offered on request to new secretaries of other committees. The feedback has been that it definitely adds value for the staff members concerned in carrying out these tasks. Because of the success in 2018, and specific requests by staff members, further work sessions are planned for 2019.

STATUTE

An important milestone was finalising a new draft Statute for SU, which was approved by Council in November 2018. The process for the writing of the new Statute only truly gained momentum in 2018 and during the year the task group responsible for the final product held 12 workshops, as well as numerous consultation meetings with stakeholders on and off campus. The public was afforded a month-long opportunity to comment on the draft Statute, after which consultations were held with Council, Senate and a great number of their committees, as well as the Council chair, the Rector and the President of the Convocation. The draft was then submitted to a reading committee consisting of three jurists for final input and to Adv A Breitenbach SC, an independent legal expert, for a legal opinion. Adv Breitenbach certified that the draft that was submitted for approval to Council fulfilled all the requirements of the SA Constitution, 1996 and the Higher Education Act, 1997.

DELEGATION MANAGEMENT SYSTEM

Substantial progress was made to ensure that SU's delegation management system (DMS) will be put into operation in 2019. The purpose of this system will be to manage the delegation of powers to individuals within SU in an efficient manner and the first phase of implementation focuses on delegation of powers at post levels 1 to 4. The divisions of Finances, CGFS, Legal Services and Information Technology were tasked with developing an appropriate DMS to give effect to SU's Delegation Policy. IT, with input from CGFS on end-users' needs, made great strides with the development of the DMS, which will be operated on the SharePoint platform. The system's user interface has been developed to be user-friendly and as simple as possible.



VINTAGE STAMP HOLDER

This late-Victorian cast-iron stamp holder was used as general office equipment for holding stamps in the Registrar's office. Two of the stamps hanging on this holder contained the signatures of Prof HB Thom (Rector and later Chancellor) and Mr RP Conradie (Registrar). The third stamp, with an adjustable date function that could be set by hand, contained the words "Kantoor van die Registrateur Ontvang" (Received by Office of the Registrar). The last date on the stamp is 1982-10-23.

 **180**
Meetings in 2018

 **12**
Workshops

Legal Services

Head: Gerhard Lipp

The two big events of 2018 were the relocation to the new offices, and the final recruitment to complete the team. It could safely be said that both were a huge success.

The new offices brought the benefits that the Legal Services team is situated closer to its line manager, the Registrar, the offices provide easier access for students, and address the unique requirements of the various responsibilities of the team.

After a long period the full staff complement was filled in 2018. The new energy and fresh approach of our new joiners coupled with our new offices rejuvenated the team. The full complement allows the team members to focus on core responsibilities and the strategic objectives of the Registrar's Division and the objectives set for the team.

LEGAL SERVICES STRATEGIC OBJECTIVES

Besides the various responsibilities in Legal Services and its objectives, the team also focusses on the following objectives at the Registrar's level, as indicated in the Environmental Plan of the Registrar's Division:

Objective 18: Further developing the compliance function within Legal Services to enable Legal Services to fulfil their compliance management responsibilities and further imbedding this function in SU (carried over from the EP for 2018-2023)

Significant progress was made in 2018. In particular the full-time attention by Penny van der Bank, as compliance officer, means that the objectives and target dates set by the internal auditors are being addressed and managed. The main target is a Compliance Policy and the approval by the Rectorate of the Compliance Regulation on 6 March 2018 was an important step in this process.

Objective 19: Optimising contract management through digitilisation

The objective for 2018 was to look at ways of optimizing the contract management process of Legal Services by initiating, implementing, managing and maintaining contracts through digital tools. This includes the updating, formalising and standardising of template agreements.

The action points for 2018 were to:

- Review our current contract management process;
- Identify the team's requirements for a digital process;
- Identify software to assist the team in digitilising its process;
- Identify internal requirements to run contract management software; and
- Build and implement (on a pilot project basis) the digital platform with the view of full implementation in 2019. Significant progress was made in 2018 with three possible options/solutions on the table.

Other objectives in the Registrar's Division

Legal Services provides support in both the delegation project and to a lesser extent also in the Information Management objective.

LEGAL ADVICE AND SUPPORT

Legal Services continues to provide legal advice and support across the spectrum of the University and its support role continues to expand. In this advisory and supporting role the need includes advice beyond legal technical and is firmly embedded in the various responsibilities and operations of the University.

During 2018, 177 advice files were opened in the office of the Senior Director: Legal Services, with an additional 70 by the Legal Advisor, Ché Bermosky, bringing the total for the year to 247. These matters ranged from legal action, assistance with policies and rules, and advice on how to deal with a specific dispute to ensure that the best interest of SU was upheld. This does not include the many instances of ad hoc immediate advice that do not require a record or file.



2018 was a significant and successful year for Legal Services

 **1 249**
commercial contracts received

 **247**
advice files opened

LITIGATION

Although litigation is seen as a last resort, it becomes necessary for SU to institute and defend matters. Litigation is managed by the office of the Senior Director: Legal Services. The main court cases from 2017 continued in 2018. A few new matters originated in 2018, including review proceedings following student disciplinary decisions; insurance-related claims; eviction matters and charges relating to non-compliance of the requirements of the Private Security Industry Regulation Act (56 of 2001), applicable to security officers.

COMMERCIAL CONTRACTS AND LIQUOR LICENSING

The last four years have seen a substantial increase in the volume of contracts vetted by Legal Services. Not only has the number of contracts increased, but also the level of complexity of these contracts. Legal Services continues to explore ways to improve its systems and turnaround times, and to enhance its client-focused approach.

During 2018, a lot of effort has gone into maximising the availability, quality and effectiveness of the Commercial Contracts team and by the end of December 2018, the team managed to finalize 96% (1 215 contracts out of 1 249) of all commercial contracts received for 2018. A greater focus was placed on effectively managing client expectations through providing clients with regular feedback on pending matters, as well as improving on turnaround times. The preparatory work to digitilise the current contract management has commenced and will continue in 2019. Progress has also been made to expand on the number of template agreements.

The contract management procedure was updated and was translated into Afrikaans and is therefore now available in both English and Afrikaans.

The matter of SU liquor licences remains a concern. The preparatory work to develop and manage the application and renewing of liquor licences on a centralised level has started and will continue in 2019. Legal Services has identified the need to address the lack of knowledge among faculties, departments and units regarding the process of applying for a liquor licence and the legislative requirements associated with being a holder of such a licence. Although outside of its mandate, Legal Services has volunteered to investigate and implement a centralised liquor licensing management process, as part of managing legal and compliance risk within the University. In this regard, a review and audit of the current practice of applying for liquor licences were conducted.

COMPLIANCE

At SU, Compliance is a function within Legal Services that provides institutional oversight of the legislative requirements applicable to SU. The University has a wide range of daily activities and operations, most of which are regulated in some way by legislation. SU must have programmes and plans in place to ensure that the institution and its various components comply with applicable legislation. To do this the necessary controls must be in place to assist with compliance.

In 2018, the process of implementing the recommendations of a formal Deloitte review has commenced with the approval of the Compliance Regulation by the Rectorate. By year-end, SU made small but significant progress in the development of the compliance function in the following ways:

- A Compliance Regulation has been approved;
- Updating of the 2012 regulatory universe, which is an ongoing process, commenced;
- Consultations with significant stakeholders commenced;
- New legislation and amendments to legislation and regulations were tracked and disseminated to affected areas;
- Regular training and awareness sessions were being planned, with some meetings with the most important stakeholders in Compliance already conducted.

More direct liaison on an operational level also took place on, among others, the following compliance-related matters:

- Drought- and water-related matters;
- The Private Security Industry Regulator;
- Campus Health;
- The SU Radiation Safety Programme; and
- Student loans and bursaries.

STUDENT DISCIPLINE

An incumbent to the newly created position of Head: Student Discipline was appointed towards the end of 2016 to manage the office of Student Discipline and to implement the New Student Disciplinary Code, which became operational on 1 January 2017. The incumbent resigned and was replaced on 1 January 2018 by a new Head: Student Discipline. In addition, an administrative assistant was appointed on 1 February 2018 to fulfil the administrative responsibilities in the Student Discipline Office.

During 2018 there was a particular focus on further developing the standardisation of disciplinary processes in order to ease the administrative burden. These processes included the drafting and/or amending of pro-forma documents, creating and maintaining registers of proceedings before the Central Disciplinary Committee (CDC), Disciplinary Appeal Committee (DAC) and Residence Disciplinary Committees (RDC), determining the roles and responsibilities of staff in the Student Discipline team. Redacted reports capturing the outcome of disciplinary proceedings at the RDC, CDC and DAC have been compiled for publication on the Legal Services website. Discussions around the publication of these reports are in progress with the website developer. Orientation and training of selected key stakeholders on the new Student Disciplinary Code continued during 2018.

The 83 new incidents of student misconduct reported in 2018 were significantly less than the number of new incidents reported during the same period in 2017 (103 new incidents reported). However, there was a significant number of outstanding disciplinary enquiries from 2017 (23 outstanding matters) which was finalised during the first quarter of 2018.

CONCLUSION

It can safely be said that 2018 was a significant and successful year for Legal Services. Legal Services is committed to continue on its path to provide improved and dedicated services to the University as institution and as a community.



Compliance at SU

Penny van der Bank, the newly appointed Compliance Officer, answers a few frequently asked questions about Compliance at SU.

What does Compliance, as a function, do and what is it that SU must comply with?

Compliance is a function that provides institutional oversight on SU's adherence, at present, mainly to the legislative requirements SU is subject to. SU has a wide range of daily activities and operations, most of which are regulated by legislation in some way or other; therefore, SU must have programmes and plans in place to ensure that the institution and its various components comply with applicable legislation. To do this, the necessary controls must be in place to assist with compliance, and the Compliance function assists environments with establishing these controls.

Compliance with legislation is not a new concept to SU – it has been done for many years as part of SU operations. SU is now at a point where compliance is managed on an institutional level, in support of the operational compliance requirements and responsibilities. The embedded model followed to date regarding compliance, and other institutional governance imperatives, remains in place and is augmented by the institutional level of compliance, governance and oversight.

Who is responsible for compliance?

The responsibility for compliance at SU lies across various levels, from Council through the Rector, vice-rectors and line managers to the operational level in faculties and PASS environments. The Compliance function in Legal Services is responsible for the oversight of, and providing a programme and plan for institutional statutory compliance.

How does SU ensure compliance?

The starting point is the newly approved Compliance Regulation that is intended to be developed into a policy over the next two years, together with a regulatory universe, compliance manual and compliance risk management plans for the core legislation applicable to the University. It is also important to remember that the compliance function is an enabling, rather than a policing function (however from time to time policing will be necessary). The final responsibility to comply can only be at the level of the function, person or unit operating within the framework and requirements of a particular piece of legislation, be it the Higher Education Act, waste management legislation, regulation of information legislation (Protection Of Personal Information Act and Promotion of Access to Information Act) and, in today's times, legislation governing water and water usage, to name but a few.

At this point SU has made small but significant progress in the development of the compliance function in terms of a road map the internal auditors provided, following earlier assessments. The Compliance Regulation has been approved; a compliance officer has been appointed; the 2012 regulatory universe is being updated; consultations with internal stakeholders have commenced; new, and amendments to, legislation and regulations are tracked and being disseminated to affected areas.

Why should we comply?

The main reason to comply lies in operational efficiencies and benefits. At the same time non-compliance leads to significant downsides that include penalties, administrative intervention, reputational risk and at an extreme level, loss of license or authority to operate in certain areas.

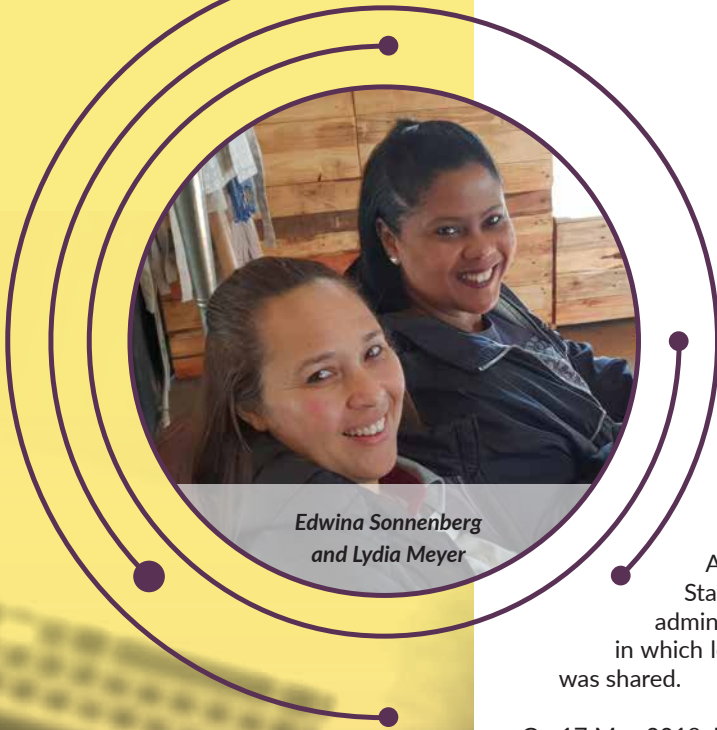
How can you help?

Compliance is "a way of doing" and is integral to our daily operations. It must be part of our culture. In a way, we already have the main parts of a functional compliance structure and culture in that we naturally do the right thing and follow rules and procedures. As such, our staff and students are already compliance champions and can therefore help by continuing what we are already doing. Compliance remains an embedded function and daily compliance is accepted as the responsibility of the various functions across SU. The Compliance function in Legal Services is committed to developing a compliant institution in support of the strategic and operational objectives of SU.

For more information on the Compliance function, or your role in compliance, please contact our Compliance Officer, Penny van der Bank at pennyvdb@sun.ac.za or 021 808 9736.



The Compliance function is committed to developing a compliant institution in support of the strategic and operational objectives of SU.



Edwina Sonnenberg
and Lydia Meyer

CONFERENCES

From 11 to 13 April 2018, Farah Fredericks attended the 2nd International Selection in the Health Professions Conference in Melbourne, Australia. The knowledge she gained at the conference contributed to the establishment of a Strategic Committee on Recruitment, Selection and Admission in the faculty.

On 11 and 12 May 2018, Beire Kramer, Leana Loxton, Ryno Gürgen, Pierre Rossouw and Shivvon Ruiters attended a conference of the Association for Academic Administrators on the theme 'Digitized Academic Administration - Improving Service Delivery to Students and Staff' in Durban. At this conference, Beire did a presentation on "Digitising administrative processes: Learning from The Good, the Bad and the Ugly" in which lessons learnt from digitisation of processes in the Registrar's Division was shared.

On 17 May 2018, Penny van der Bank attended the Compliance Institute of South Africa (CISA) Annual Conference held in Cape Town.

From 24 June to 27 June 2018, Gerhard Lipp attended the Conference of the National Association of College and University Attorneys (NACUA) held in Minneapolis, USA.

From 25 June to 26 June 2018, Penny van der Bank attended the USAf Conference of the Higher Education Forum for Audit and Risk Forensics held in Pretoria.

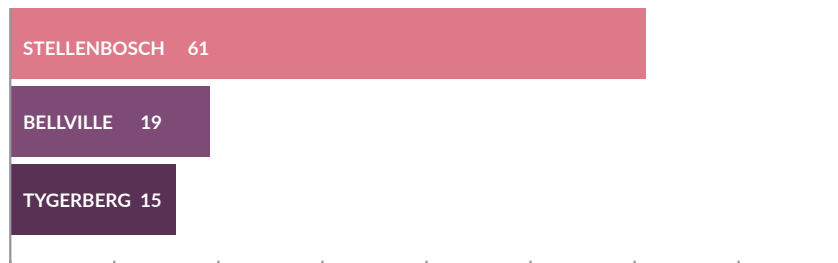
On 6 September 2018, Karlien Breedts presented a paper, titled "Records Retention for Higher Education Institutions in South Africa", at the national Records Management in Higher Education Forum in Nelspruit.

INTERNATIONAL VISITS

From 19 to 28 September 2018, Elzette van Zyl visited the School of Business and Economics at Maastricht University, the Netherlands. During this visit she also made an informal presentation at a function of the School.

Nazli Daniels was chosen as one of six support-staff members to travel to Europe from 6 to 14 October 2018 with SU International in a week-long benchmark visit. She was part of the first group of staff members to participate in this newly developed Support Staff Development Programme. As part of the programme, she met with peers in our partner universities KU Leuven in Belgium and Leipzig University in Germany.

REGISTRAR'S DIVISION STAFF



QUALIFICATIONS OBTAINED

Postgraduate Diploma in Project Management	Sonja van Zyl	Student Administration: Bellville Park Campus
MA (Development Studies)	Edwina Sonnenberg	Student Administration: Bellville Park Campus
Certificate: Accounting Technician of the Association of Accounting Technicians SA	Estie Geldenhuys	Student Administration, Tygerberg Campus

“
Gerhard Lipp received the Chancellor's Award for persistent excellence in career service

SHORT COURSES COMPLETED

Mediation	Annemarie Muller	Student Administration: Stellenbosch Campus
Project Management	Ruby Frans	Student Administration: Stellenbosch Campus
Development of Leadership and Teams Skills (POLs)	Noluvuyo Capsana	Student Administration, Tygerberg Campus
	Ruby Frans	Student Administration: Stellenbosch Campus
	Beire Kramer	Student Administration: Stellenbosch Campus

TRAINING COMPLETED

S+ training (Timetable software)	Stefné Franken	Student Administration: Stellenbosch Campus
SharePoint web training	Desmarie Meintjies	Student Administration: Stellenbosch Campus
	Robert Young	Student Administration: Stellenbosch Campus
	Ruby Frans	Student Administration: Stellenbosch Campus
	Cerwyn Majiedt	Student Administration: Stellenbosch Campus
Information Regulator	Penny van der Bank	Legal Services

WORKSHOPS ATTENDED

Middle Management and Leadership Development Programme	Beire Kramer	Student Administration, Stellenbosch Campus
	Ruby Frans	Student Administration, Stellenbosch Campus
	Noluvuyo Capsana	Student Administration, Tygerberg Campus
	Ryno Gürgen	Student Administration, Stellenbosch Campus
Siyakhula: Embracing a new normal	Alfreda Coetzee	Registrar's Office
	Karliën Breedt	Centre for Governance Support Function
	Salot Hanekom	Student Administration, Tygerberg Campus
	Estie Geldenhuys	Student Administration, Tygerberg Campus
	Miriam Walters	Student Administration, Stellenbosch Campus
	Ruby Frans	Student Administration, Stellenbosch Campus
	Ronel Retief	Registrar's Office
Governance of Ethics	Desmarie Meintjies	Student Administration: Stellenbosch Campus
Meeting Customer Services Requirements	Beire Kramer	Student Administration, Stellenbosch Campus
Labour Law for Leaders	Beire Kramer	Student Administration, Stellenbosch Campus
Getting General Data Protection Regulation (GDPR) ready	Penny van der Bank	Legal Services





We Celebrate with



Gerhard Lipp who received the Chancellor's Award in recognition of persistent excellence in career service.

We Congratulate Staff Members with their Promotions



Penny van der Bank, previously Legal Adviser and from 2018 appointed as Compliance Officer.

We Welcome New Staff Members



Appointments at Legal Services at Stellenbosch Campus

- Felicia van Rooi, the new Head: Student Discipline (January 2018)
- Noluthando Tiya, the administrative assistant in support of Student Discipline (February 2018)
- Mandy Gabriels, paralegal to assist with contracts and general advice (July 2018)
- Charmaine Wing, legal adviser following the appointment of Penny van der Bank as compliance officer (July 2018)

We Said Goodbye to Staff Members



The Registrar's Division bid farewell to the following colleagues who retired at the end of 2018:

- Neels Fourie, Deputy Registrar, Student Administration, Stellenbosch Campus
- Marilyn de Vries, Head: Examination Office, Tygerberg Campus
- Emcé Louw, Head: Examination Office, Stellenbosch Campus
- Babsie van Zyl, Faculty Administrator, Student Administration, Stellenbosch Campus

Social impact initiatives

In 2018, the Registrar's Division was involved in a number of social impact initiatives at a divisional level and an individual-staff-member level.

GETTING INVOLVED IN SOCIAL IMPACT INITIATIVES OF SU

#Move4Food Campaign and Food Bank

The #Move4Food campaign is a student led initiative that aims to create food banks on the Stellenbosch and Tygerberg campuses, with an ambitious target. They aim to raise R10 million in donations (cash and goods) to ensure that for the next three years, no SU student will have to bear the indignity of going hungry. The Registrar's Division embarked on a food collection drive in support of the #Move4Food campaign. Staff members donated non-perishable food and toiletries to make life a bit easier, and better, for our students.

Ronel Retief also participated in the 10km race of the Cape Town Marathon / Peace Run 2018 to raise funds for this cause. On her fundraising page, she wrote: "Throughout my career at Stellenbosch University I have been confronted with students who go hungry while on campus. There are various reasons for this – no two students' circumstances are the same. The worst is that often students have not asked for help, because of the stigma attached to not being able to "sort out the problem" themselves. Our students have all the potential to succeed and to contribute to alleviating societal needs; if the playing field is not even, however, many of them start with a deficit, and studying becomes a daily struggle, rather than an opportunity to excel. Having food is a basic need that, if met, allows our students to focus more on their academics, and less on where their next meal will come from. Through #Move4Food, I hope to contribute to evening out the playing field at Stellenbosch University and enable students to unlock the opportunities that higher education offers them to fulfil their potential and eventually change the world."



Ché Bermosky (Legal Services), Lizzie Witbooi (SU Campus Social Worker) and Melanie Willems (Centre for Student Counselling and Development) and Cheryl Cornelissen (Language Centre) with some of the items donated during the food drive.

GETTING INVOLVED IN THE STELLENBOSCH COMMUNITY

Book Project for Kylemore High School

The Registrar's Division donated books to Kylemore High School as part of a book project for the high school initiated by Willdon Filander, a Psychology Honours student. Kylemore is a previously disadvantaged community on the outskirts of Stellenbosch. Even though Kylemore is a well-established community, it unfortunately has no public library. The donation of books will increase access to literary resources for the learners at the high school, which in turn impacts their education and development.



Cheryl Richardson and Willdon Filander

Cricket development in the community

Shirle Cornelissen, Faculty Administrator for the faculties of Theology and Law, is a co-establisher of the Masikhulisane (*Let's develop together*) Cricket Academy, which was established in 2011. Shirle currently provides a supporting role at the Academy and is also the Head Coach of the Stellenbosch and Districts Cricket Club for senior players.

The Cricket Academy plays a major role in the social upliftment of the youth in the local community and in developing talent at an early stage, and so creates a viable and sustainable development programme for young cricketers. As a result of the achievements of the Academy, Stellenbosch was recognised as a Cricketing Hub by Cricket SA. Since 2015, the Hub has grown from four primary schools and four high schools to 14 primary schools and six high schools in and around the Stellenbosch area.



The Cricket Academy plays a major role in the social upliftment of youth in the local community

The development of the Masikhulisane Cricket Academy contributed to the following improvements of cricketers in the Academy:

- Five players are currently playing representative cricket for Boland.
- The current Senior First Team of the Stellenbosch and Districts Cricket Club includes eight players who started with the Academy in 2011, which is clear evidence that it is bearing fruit.
- These players were part of the reason that the Senior Club won the 2017/2018 Promotion League of Boland Cricket.
- Seven players were part of a representative Western Cape team that toured England in 2014.
- Naledi Nkopane of Lückhoff High School represented the Boland u/19 Girls Team for three consecutive years and was also chosen to represent the Boland Senior Women's Team whilst still in grade 11.

Shirle is also the chair of a steering committee tasked to source available land and funding for the building of an indoor centre for the Cricket Academy to provide coaching for separate age groups throughout the year, so that training is not hampered by inclement weather, especially during winter. The current lack of funding and land is curtailing the realisation of this dream, preventing upcoming players from advancing their cricket careers and reaching their full potential.



Cricket training on the sports field



Shirle Cornelissen

ACKNOWLEDGEMENT

The Registrar's Division wishes to acknowledge the following parties for their role in the publication of this report:

AFRICAN SUN MeDIA for the design, layout and printing of the report, and for their professional advice and service throughout the project.

Beire Kramer, Porchia Adams, Robert Young and the team for their enthusiasm, diligence and grit. With this report you made the work and the people of the Registrar's Division visible, and we thank you for this.

