

MANAGEMENT REPORT TO COUNCIL BESTUURSVERSLAG AAN DIE RAAD

Prof Wim de Villiers
Rector and Vice-Chancellor / Rektor en Visekanselier

21 SEP 2020, 10:00
ONLINE (MS Teams)

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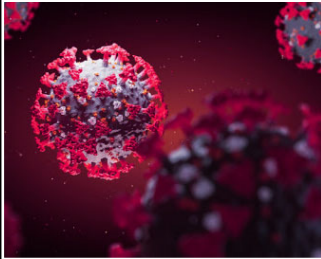
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Thank you, Chair.

RECTOR'S MANAGEMENT REPORT

For the period 23 May – 6 August 2020

Staying on track ... in the time of coronavirus and beyond



A THRIVING
STELLENBOSCH UNIVERSITY



A TRANSFORMATIVE STUDENT
EXPERIENCE



PURPOSEFUL PARTNERSHIPS AND INCLUSIVE
NETWORKS



NETWORKED AND COLLABORATIVE TEACHING
AND LEARNING



RESEARCH FOR IMPACT



EMPLOYER OF CHOICE



*The University Challenge: Changing universities in
a changing world - Ed Byrne and Charles Clarke*



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- I take my report to be read ... but I do want to highlight some important issues.
- Report structured according to our six core strategic themes as usual
- But obviously COVID-19 had a big impact on all our operations
- So, this presentation does not follow the numerical order of the report
- Instead, I will do two things:
 - Highlight our **response to COVID-19** (this time focusing more on Learning & Teaching)
 - But I will also update Council on our thinking about the **post-COVID era**
- Please note that this report, having been compiled and submitted well in advance of today's meeting, covers the period May to August.
- There have of course been important developments since, which I will cover as I go on. >>

The impact of COVID-19 on SU



Overriding priorities:

- Completing the academic year
- Ensuring institutional sustainability

- Today is the start of the 4th term of this gruelling academic year.
- The British mathematician and philosopher Alfred North Whitehead: “The art of progress is to preserve order amid change and to preserve change amid order.”
- So, for us the challenge has been to deal with the pandemic and the ensuing lockdown ... while at the same time not losing sight of our strategic plan and its goals. **To ensure LOCKDOWN is not a KNOCKDOWN for us**
- All our priorities reduced to (1) Completing Academic Year 2020; and (2) Ensuring SU’s sustainability (financially & otherwise)
- Happy to report on our progress in this regard to Council >>

Institutional Committee for Business Continuity

See I.1 in Management Report (pp. 151–154 of Council bundle)



ICBC Chair: Prof Stan du Plessis, Chief Operating Officer

- Workstream 1: Student services (*Dr Ronel Retief*)
- Workstream 2: Learning and teaching (*Prof Arnold Schoonwinkel*)
- Workstream 3: Staff (human resources, health and wellbeing) (*Prof Nico Koopman*)
- Workstream 4: Communications, social impact, external relations (*Prof Hester Klopper*)
- Workstream 5: Campus operations (*Ms Nicolette van den Eijkel*)
- Workstream 6: Finance and legal (*Mr Manie Lombard*)
- Workstream 7: Research (*Prof Eugene Cloete*)
- Medical Advisory Committee (*Prof Eugene Cloete*)



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- You've seen this slide before, but let me recap because it is important.
- The ICBC that we established at the start of the crisis helped us a great deal with getting the balance right
- I have really been impressed by how well things have been coordinated to not only keep SU going, but actually doing very well in many respects
- READ MORE about the activities of the ICBC and its substructures in the reporting period on pp. 7-10 of my report
- >>

Emergency Remote Teaching, Learning and Assessment

(1.1) ICBC Workstream on Learning & Teaching

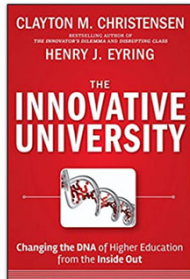
(4.1) Support for e-learning



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- As you know, when contact tuition was halted in March, we immediately set about switching to emergency remote teaching, learning and assessment (ERTLA) to continue with the academic year.
- At the previous Council meeting, I reported on the initial phase. Now, let's look at developments in the reporting period, May to August.
- Find more details at two spots in my report – firstly on **p. 7**, under point (1.1), summarising the activities of ICBC Workstream 2 on Learning & Teaching.
- And secondly, in more detail, on **pp. 33-38**, where we report on the extensive support provided to lecturers, to tutors, and to students.
- This laid the foundation for our successful “pivot online”.
- Let me briefly expand on exams, conducted entirely online for the first time in our history.
- The IT Division, the Centre for Learning and Teaching, the Timetable Office and blended-learning coordinators were among those who made an extraordinary effort in a very short space of time to ensure that the mid-year exams could proceed.
- We are also extremely grateful to our lecturers, who had to convert their courses and assessments to emergency remote teaching and assessment mode in record time. Many staff members sacrificed the recess after the first term to get ready for the switch.
- The exams ran relatively smoothly, with a few exceptions.
- Staff worked under extreme pressure. At times, they had to endure abuse from students, and even from students' parents. On the whole, our assessment is that the University was successful in switching to ERTLA. Yet we are not resting on our laurels, but continue to work to improve processes and systems even further. >>

Looking ahead at the post-COVID era



The Innovative University: Changing the DNA of Higher Education

CLAYTON CHRISTENSEN, HARVARD UNIVERSITY

HENRY J. EYRING, BRIGHAM YOUNG UNIVERSITY-IDAHO

- Technological advances, economic forces, demographic shifts and various other social factors mean universities are “ripe for disruption” (Christensen & Eyring, 2011).
- Technologies that now threaten to disrupt traditional universities can also reinvigorate them to the benefit of many people.
- Universities that survive ... will be those that recognize and honour their strengths while innovating with optimism.
- University communities that commit to real innovation, to changing their DNA from the inside out, may find extraordinary rewards.

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- This is important, because – as Christensen and Eyring warned in 2011 already – technological advances, economic forces, demographic shifts and various other social factors mean universities are “ripe for disruption”.
- The COVID-19 pandemic and lockdowns globally has certainly brought this reality home.
- This topic was a major talking point at management’s mid-year Executive Planning Forum, 13-14 August, where we discussed the “Post-COVID Stellenbosch University”, so let me expand.
- The good news is that Christensen and Eyring also say that technologies that now threaten to disrupt traditional universities can reinvigorate them too.
- And they make the point that the universities that survive will be those that recognise and honour their strengths while innovating with optimism.
- This is the path that we are taking at SU, because while there have been some challenges, the transition to the new teaching mode has generally been so successful that it is bound to have a lasting effect on what we offer to whom, and how.
- Making greater use of information and communications technology (ICT) in learning and teaching is set to both broaden and deepen education, not only through fully online learning, but also blended and hybrid modes, which combine the best of both worlds.

Charting a new future

Re-imagining higher education in South Africa

- The scale and scope of the economic crisis, COVID-19 and the various disruptive trends that we facing demand that we re-imagine the university system, pursue bold responses to enhance our sustainability, relevance and contributions to **our country and continent's sustainable advancement**.
- COVID-19 is a cloud with many silver linings:
 - Provokes the need to re-think the future of higher education and a new society.
 - An opportunity to co-create a new pact (s) between universities as a system, the state, business, communities and society.
 - Opportunity for universities to restore and strengthen trust in ideas, research, knowledge, evidence, critical analysis, experts and expertise and to mobilise funding support.
 - Opportunity for universities to demonstrate that they are responsive to the contexts in which they are embedded and strive to serve the public good.
 - An opportunity to create new forms of collaboration and partnership

SUSTAINABILITY OF UNIVERSITIES IN
UNCERTAIN TIMES: TOWARDS NEW HIGHER
EDUCATION FUTURES

Presentation to USAf

24 July 2020



- This is a sector-wide discussion
- Here's a slide from a presentation by the University of Pretoria at a USAf meeting earlier this year – addressing the “Sustainability of universities in these uncertain times”
- Raising the prospect of “new higher education futures”
- Arguing that one of the silver linings of the dark COVID-19 cloud is that it provokes the need to re-think the future of H.E. and its role in rebuilding a society, post-pandemic
- So, where are we now, and whereto from here? >>

Where are we now?

- Limited resumption of on-campus activities
- Yet pandemic by no means over

Social media campaign:



DO IT FOR US

WEAR IT FOR YOUR **PROF** / WEAR IT FOR
YOUR **ROOMI** / WEAR IT FOR YOUR **COUSIN**
WEAR IT FOR YOUR **MA** / WEAR IT FOR YOUR
CHOMMIE / WEAR IT FOR YOUR **CHINA** WEAR
IT FOR YOUR **BRU** / WEAR IT FOR YOUR
TAANIE / WEAR IT FOR YOU **UBABA**.

- On the one hand, we are easing out of the grip of COVID-19, with clearly defined categories of students who have been allowed to return to campus under government's risk-adjusted approach.
- On the other hand, the pandemic is by no means over, which calls for great vigilance and circumspection in further opening up our institution. >>

Students returning to SU campuses for the 2nd semester

(1.1) ICBC Workstream on Student Services

(2.1) Students' phased return to residences

Faculty	Invites Sent					Submissions Received					% Diff
	PG	UG	RES	PSO	Total	PG	UG	RES	PSO	Total	
AgriScience	593	529	164	958	1122	294	490	178	606	784	70%
Arts And Social Sciences	388	767	278	877	1155	193	516	206	503	709	61%
Economic & Management Sciences	2067	1393	648	2812	3460	675	971	460	1186	1646	48%
Education	13	128	16	125	141	17	109	11	115	126	89%
Engineering	296	567	257	606	863	222	456	220	458	678	79%
Law	59	23	21	61	82	15	19	17	17	34	41%
Medicine and Health Sciences	133	132	38	227	265	49	96	43	102	145	55%
Science	480	950	416	1014	1430	393	756	323	826	1149	80%
Theology	2	18	17	3	20	2	14	13	3	16	80%
Grand Total	4031	4507	1855	6683	8538	1860	3427	1444	3816	5260	62%



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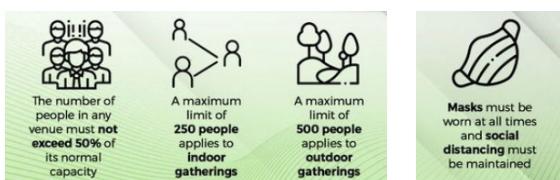
- Deans, faculty managers and teaching staff went to great lengths to identify and prioritise categories of students and put forward a pragmatic plan to facilitate their return to campus, as well as the return of those staff required to provide teaching and mentoring to this cohort.
- But I need to sound a word of caution on the return to campus of the rest of the student body, as a possible consequence of Level 1 kicking in from today. **More in a moment.**
- The point is that the first 33% who returned to campus under level 3 could be accommodated within the prescribed health protocols and guidelines due to limited numbers and relatively small groups for practical sessions.
- This may not be the case as we manage the return of the rest of the student body.
- The limitation that the No. of people in any venue must not exceed 50% of its normal capacity might be difficult to implement in terms of venues and the term roster. Due to the health protocols and restrictions, we may not be in a position to accommodate all students on our respective campuses while adhering to physical social distancing guidelines.
- The bottom line is that we may need to continue our academic offering for all students via emergency remote teaching, learning and assessment (ERTLA), notwithstanding the return of a portion of our students and staff
- Naturally, we are keen to return to face-to-face tuition as soon as we possibly can, but there is no point or wisdom in rushing the process, only to be faced with higher levels of infections, which might force us back into another lockdown.
- Let's quickly recap last week's announcements by the President >>



EXTRACTS FROM PRESIDENT'S ANNOUNCEMENT



South Africa will move to Level 1 from Monday, 21 September 2020
Social, religious and other gatherings are permitted with the following conditions:



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ON SCREEN

- The President made no mention of universities, or any educational institutions for that matter.
- But he did say gatherings will be permitted, as long as the number of people does not exceed 50% of the normal capacity of a venue, up to a maximum of 250 people for indoor gatherings.

Health protocols, such as washing or sanitising of hands, social distancing and maskwearing, still need to be strictly observed.

We await additional guidance from the DHET, but let's look at what they said in June already, when regulations covering the "Risk adjusted strategy for the return of students to campuses" were published in the Government Gazette >>



GOVERNMENT GAZETTE,
8 JUNE 2020

Level 1

- 100% of the student population may return to campus;
- Physical distancing and health protocols will still be required;
- Social solidarity will be required;
- International students who were residing outside of the country during the lockdown period may return (provided that international travel is permitted).

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- In terms of the criteria published on the 8 June, institutions may under Level 1 plan to return all students and staff, **subject to any restrictions linked to their own risk assessment due to their local context and conditions.**
- Health and safety protocols re physical distancing (at least 1.5m), wearing masks, washing hands, sanitising and environmental cleaning still apply.
- In addition we will now be able to move to a 50% occupancy of rooms up to a maximum of 250 persons indoors at a time. Ventilation of rooms remains importance.
- With respect to international students returning they will need to meet the requirements of the regulations – if they have a test, no older than 72 hours, showing that they are negative for the virus on arrival they will be able to enter; otherwise they will go into quarantine at their own expense for at least 10 days.
- This is all good news as we go into this last phase. However we need to remain vigilant and to ensure social solidarity so that we avoid the possibility of super-spreading events and returning to a harder lockdown.
- Let us also look at what the DHET already said about next year >>

THE MINISTER OF HIGHER EDUCATION, SCIENCE AND
INNOVATION, DR BLADE NZIMANDE'S, STATEMENT ON COVID-19
ALERT LEVEL 2 MEASURES IN THE POST SCHOOL EDUCATION
AND TRAINING SECTOR 26 August 2020



EXTRACTS FROM
MINISTER'S STATEMENT

14 Universities deemed to be at low risk: *Cape Peninsula University of Technology (CPUT), Nelson Mandela University (NMU), North-West University (NWU), Rhodes University (RU), Sol Plaatje (SPU), University of Cape Town (UCT), University of Johannesburg (UJ), University of KwaZulu Natal (UKZN), University of Pretoria (UP), University of South Africa (UNISA), Stellenbosch University (SU), University of the Western Cape (UWC), University of the Witwatersrand (WITS) and University of Zululand (UNIZULU).*



As it stands, we are targeting all institutions to complete the 2020 academic year by the end of February 2021, with starting dates for the new 2021 academic year ranging from 15 March to 15 April 2021. All efforts will be made to ensure that outlier institutions get up to speed to meet this requirement.

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On screen


Just less than a month ago, the Minister said “we are targeting all institutions to complete the 2020 academic year by the end of February 2021, with starting dates for the new 2021 academic year ranging from 15 March to 15 April 2021.”

OK, so how have we been preparing at SU? >>

Phased resumption of on-campus activities

(1.1) ICBC Workstream on Campus Operations

























Social media campaign:



BACK TO CAMPUS

TERUG OP KAMPUS

SAAM VORENTOE | MASIYE PHAMBILI | FORWARD TOGETHER

Mask up, Maties  <small>Wearing cloth face masks on campus is mandatory</small>	Dra julle maskers, Maties  <small>Dit is verpligtend om 'n materiaalmasker op</small>	Good hygiene is in your hands  <small>Wash your hands often or use hand sanitiser</small>	Goeie higiëne is in jou hande  <small>Was jou hande gereeld of gebruik handreiniger</small>	Good hygiene is in your hands  <small>Wash your hands as often as you check your phone</small>	Goeie higiëne is in jou hande  <small>Was jou hande net so gereeld as wat jy jou foon gebruik</small>	Campus life hack 2020  <small>Wash your hands</small>	Kampus-lewenswenk 2020  <small>Was jou hande</small>
Give yourself some space  <small>When on campus, maintain a safe distance from others</small>	Gee jouself ruimte  <small>Handhaaf 'n veilige afstand van ander op kampus</small>	Be smart  <small>When on campus, maintain a safe distance from others</small>	Wees slim  <small>Handhaaf 'n veilige afstand van ander op kampus</small>	Move away  <small>Respect social distancing</small>	Staan terug  <small>Respekteer sosiale afstandshepping</small>	Wipe down  <small>Clean all your study equipment, material and stationery</small>	Maak skoon  <small>Maak jou studiemateriaal, toerusting en skryf-behoeftes skoon</small>
Do your part  <small>We can all help to flatten the curve of infections</small>	Doen jou deel  <small>Ons kan almal help om infeksies te verminder</small>	Hands off  <small>Avoid touching your face with unwashed hands</small>	Hande tuis  <small>Moenie aan jou gesig vat met ongewaste hande nie</small>	Hands off  <small>Try to avoid touching surfaces unnecessarily</small>	Hande tuis  <small>Probeer om nie onnodiglik aan oppervlaktes te raak nie</small>	Feeling sick?  <small>Stay home!</small>	Voel jy siek?  <small>Bly tuis!</small>

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- Substantial effort has gone into **preparing our campus facilities** (including residences) for the **students' phased return**.
- We need to ensure that our students and staff return to an institution that is safe and has all the health precautions and protocols in place.
- Staff and students allowed back are required to do a daily self-check before leaving their place of residence in the morning.

RETURN TO WORK PROTOCOLS AND PROCEDURES


IN PREPARATION OF RETURNING TO CAMPUS

Staff members are required to read and where necessary, complete the following documents before returning to campus.

EMPLOYEES




Induction presentation




Worker risk assessment


LINE-MANAGERS




Memo: Chairperson of the Workstream for Campus Operations and COVID-19 Compliance Manager



Toolkit: Institutional Committee for Business Continuity



Workplace Plan



Walk-through risk assessment



Management of visitor access to department

DAILY SCREENINGS

Staff members are required to complete daily screenings before travelling to campus. The results of the daily screenings must be made available to your line-manager and be available at any time.

Please note: If you are unwell, do not come to campus. Inform your line-manager immediately.

PRECAUTIONS ON CAMPUS

Staff members are urged to take the following precautions against all pathogens:

Get a flu vaccination | **Understand the risk of illness** | Assist with **contact tracing** (if required) | Participate in COVID-19 workplace awareness and support activities (including access to psychological support)

WEARING OF MASK

Wearing of a cloth mask is mandatory and where required, additional appropriate personal protective equipment must also be worn.


The screening tools can be accessed via:

WhatsApp: 0600 11 0000

Dialling: *134*832*2#

Online

Employee Screening Questionnaire



UNIVERSITY OF
STELLENBOSCH
UNIVERSITY

100

1918-2018

SAAM VORENTOE | MASIYE PHAMBILI | FORWARD TOGETHER

- We had to deep-clean our facilities.
- Also, all environments have had to appoint a COVID-19 compliance officer from the ranks of existing managerial staff to prepare individual workplace plans in collaboration with the applicable line managers.
- These plans need to ensure compliance with all prescribed safety and preventative measures, and must be reviewed and updated regularly depending on the dynamics and needs of the environment.
- It is a learning curve, but we are confident that we are following the correct procedures for the health and safety of staff and students and visitors.
- Speaking of confidence ... >>

Multiple votes of confidence in SU

See I.11 of Management Report (pp. 160–162 of Council bundle); and [news@Stellenboschuni](mailto:news@ Stellenboschuni) of 21 Aug 2020

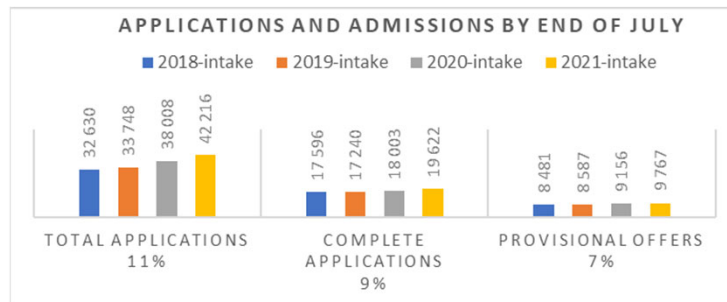


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- Happy to report on recent substantial support from individual donors, industry leaders as well as local and international trusts and foundations. Grateful, because this strengthens our ability to be a national asset serving the whole of society.
- Here are just some of what I consider to be remarkable VOTES OF CONFIDENCE in SU:
 1. The Michael and Susan Dell Foundation (**MSDF**) has made a significant grant to SU for tailored academic and psychosocial support for students. A massive programme of additional tutoring is being rolled out. And last week we announced the launch of the Dell Young Leaders programme, enabling Stellenbosch University students from low-income backgrounds to receive increased support towards graduation. Council members will recall in April we entered into a partnership with the MSDF, accepting their R191 m to SU over 5 years, and matching on a 1:1 basis the top-up scholarship component of the package, amounting to R75 m. This is a big investment from Council in student success, thank you.
 2. This has been complemented by a substantial donation from the **Oppenheimer Memorial Trust** in support of SU's rapid and successful switch to ERTLA.
 3. The **Harry Crossley Foundation** has confirmed a special COVID-19 grant, which will enable us to expand our tutoring and mentoring to students.
 4. (Google) **DeepMind** have announced that their first postgraduate scholarships in Africa will be awarded to students at SU. Artificial intelligence research and its real-world applications on our continent is much needed.
 5. The **MSDF** has also made a major grant towards the digitalisation of the COVID-19 intensive care unit (ICU) of Tygerberg Hospital; and
 6. There has been a great response to our #MaskedMasterpieces **public** art project in Stellenbosch. All funds raised will go towards bursaries for students in the “missing middle”

Newcomer first-year applications and provisional offers for 2021

See 2.4 in Management Report on p. 41 of Council bundle (updated figures on this slide)



* % growth from 2020- to 2021-intake

7. Which brings me to the final vote of confidence in SU that I wish to highlight today – this time not by donors, but by **prospective students** for next year. Since the opening of **applications** for undergraduate studies in March, we closely monitored trends to determine whether the coronavirus pandemic would have a negative impact on our numbers. But it was quite the opposite. Completed applications increased by 9%, and our provisional offers to candidates by 7%. So, lots of positives. What lessons have we learnt? >>

Lessons learnt

- Adaptation
- Innovation
- Collaboration
- Can-do spirit

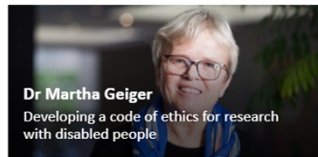
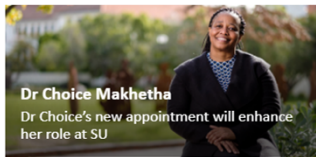


There are probably lots of lessons, but four stands out in my mind:

1. **Adaptation** The swift adjustment to ERTLA; changes in our pedagogic approaches, how we managed our day to day processes away from the office etc
2. **Innovation** With face-to-face options not possible, we had to innovate; new methods of exchanging knowledge and course content, ways of assessments, and examinations; interacting with our stakeholder groupings virtually, etc.
3. **Collaboration** COVID-19 has magnified the importance of collaboration – from an internal as well as an external perspective. The ICBC serves as an excellent example. Not to mention the collaborations among other segments of the university community, and with the larger Stellenbosch community; and further afield (ARUA Centres of Excellence, ACU Peace Conference, World Economic Forum, Global University Leadership Forum etc).
4. **The can-do spirit of team SU** COVID-19 and the National State of Disaster have set tough demands to our staff across the various sectors of the university. Despite the abnormal circumstances that they have had to perform their duties, they have performed and delivered excellently.

Making an impact: #WOMENOF SU

Visit www.sun.ac.za for more



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- On that note ... South Africa commemorated Women's Day on the 9th of August, and the whole of August has become known as Women's Month
- At Stellenbosch University, there have been many correlating activities in various environments
- At institutional level, our Corporate Communication and Marketing Division have – as in previous years – been running a campaign this month with the hashtag “WOMEN OF SU” >>

Making an impact: #WOMENOFSU

Visit www.sun.ac.za for more

#WomenofSU: Helping women find their voice in the research space



Dr Linda Zuze

#WomenofSU: Recruit and retain more women scientists



Prof Soraya Seedat

#WomenofSU: Advancing gender equality and levelling the playing field for women in the workplace



Prof Anita Bosch

#WomenofSU: Fighting for the economic rights of women



Dr Nthabiseng Moleko



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- What you see on screen are just some examples of the wonderful material posted on our website and on social media, telling the stories of the women of SU and the impact they make – both on our institution and on society at large

Research for impact



- 200 volunteers will be enrolled at Tygerberg (150 already)
- Study involves two doses of the test vaccine given a month apart
- Huge emphasis on safety and very high-level monitoring

- Let me conclude with breaking news announced on Friday ...
- Stellenbosch University (SU) is part of a large international research trial testing one of the most promising Covid-19 vaccine candidates currently available.
- This vaccine (ChAdOx1 nCoV-19) was developed by Oxford University and is currently being tested in the UK, Brazil and at seven sites in South Africa.
- Dr Shaun Barnabas of our Faculty of Medicine and Health Sciences (FMHS) is leading the Tygerberg trial site.
- The Faculty does well with infectious disease research and, because of this, we have been chosen for this cutting-edge vaccine study
- Our strength lies in conducting vaccine studies safely and rapidly. The infrastructure, reputation for pioneering work (especially in HIV and TB) and the relationships we have built allow us to compete with other big sites in South Africa.
- This is research for impact, one of our core strategic themes, in action – using our strengths to contribute to developing a vaccine against Covid-19, living up to our vision to “advance knowledge in service of society”
- A vaccine will ultimately be the only way to overcome the coronavirus pandemic and allow normal life to resume.



- Thank you.
- It has been a tough year so far, but we've made good progress despite the challenges.
- Proud to be part of Team Stellenbosch University!
- It has been a tremendous team effort. Everyone pulled their weight.
- Happy to take questions and comments >>