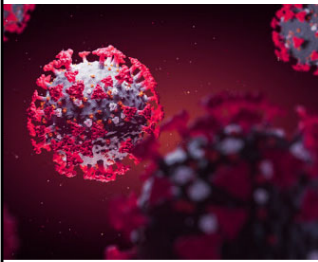


# RECTOR'S MANAGEMENT REPORT

For the period 11 Nov 2020 – 5 Mar 2021

*Building the post-COVID future now*



1  
A THRIVING  
STELLENBOSCH UNIVERSITY



2  
A TRANSFORMATIVE STUDENT  
EXPERIENCE



3  
PURPOSEFUL PARTNERSHIPS AND INCLUSIVE  
NETWORKS



4  
NETWORKED AND COLLABORATIVE TEACHING  
AND LEARNING



5  
RESEARCH FOR IMPACT



6  
EMPLOYER OF CHOICE



1

- Thank you Chair. Morning colleagues. [Introductory remarks, COVID etc.]
- You will find my Management Report on pp. 19–71 of the Council bundle (AFR: 19-73)
- I take it as read ... but I do want to highlight some important issues.
- The report is structured according to our six core strategic themes as usual.
- But this presentation does not follow the numerical order of the report. Instead, I will highlight certain aspects, and also update Council on **important developments**.
- If you look at the Management report overall, a central theme emerges, namely that we are embarking on a post-COVID future ...
- ... even though we are still in the midst of the pandemic. The second wave has passed, hoping to mitigate against a third wave. We have to take extra care with our students back on campus, but I am glad to say no signs yet of hotspots.
- **But we still have to be vigilant. I can personally attest to this.**
- I cannot give you any good news regarding when exactly the vaccine will arrive, but rest assured, I am still trying my utmost.
- The other main thing that we need to spend some time on is certainly the national funding issues and the significant squeeze that the fiscus is experiencing and the DHET is experiencing – R6,2 billion needed to be reallocated from within DHET's budget to fund NSFAS.
- I also want to acknowledge the team that compiled this management report – thanks to Desmond Thompson and Naude van der Merwe, and all the contributors throughout the University.

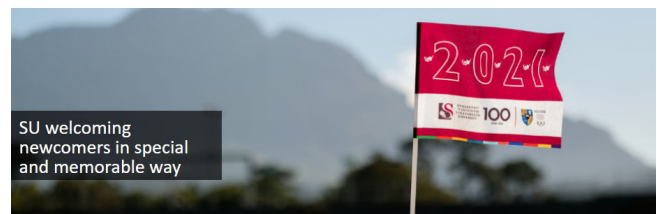
## Academic year 2021



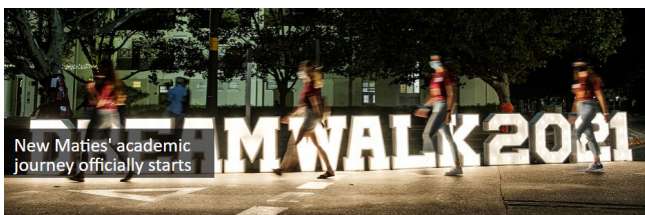
A THRIVING  
STELLENBOSCH UNIVERSITY



Welcome, welkom,  
wamkelekile!



SU welcoming  
newcomers in special  
and memorable way



New Maties' academic  
journey officially starts



SU launches online  
onboarding programme  
for provisionally  
accepted students

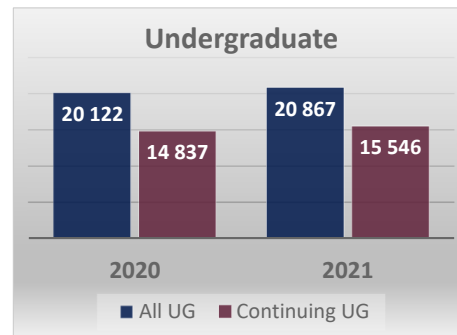
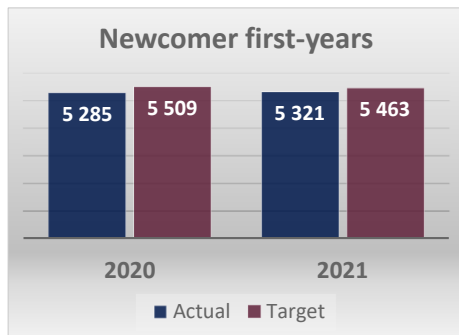


- Academic year 2021 formally kicked off with the start of undergraduate classes on 15 March. I think it is going very well; I have talked to the various Deans. Always some hick-ups, but these are sorted out as they occur.
- We brought all our students back – not only because it is permissible under level-1 lockdown, but also because “place” and “people” provide a residential university with unique advantages, and we want to pass that on to our students.
- This year, “town and gown” came together in welcoming our students and staff to campus.  
*(The chair of the Students’ Representative Council, the executive mayor of Stellenbosch and the CEO of Visit Stellenbosch joined me in iconic Victoria Street for this purpose for a photo, which we sent out along with our welcoming message: “If we all do our bit, we can safely keep both SU and the communities and businesses surrounding our campuses open and functioning optimally, for everyone’s benefit.)*
- SU’s Welcoming Programme for newcomer first-year students was this year adapted to comply with COVID-19 protocols, with some events hosted in person and others online. Our signature Dream Walk did take place, but with students walking down Victoria St in small groups.
- All of this was preceded by an exciting innovative Onboarding Programme rolled out online to provisionally accepted first-year students. This oriented them to SU and helped them prepare for their studies and the unique student experience awaiting them on our campuses.

## Undergraduate enrolments 2021



saam vorentoe • nasiye phambili • forward together



- Let me share some enrolment figures with you, starting with newcomer first years on the left:
  - Not far off from the targets we set for this year, and actually slightly more than last year. Despite the impact of COVID. That's a huge vote of confidence in the University.
- Even more so if you look at all undergraduate enrolments – on the right of your screen:
  - In other words, mostly returning students, those who know what they get here. They are back in even greater numbers than last year.

## From ERTLA to ARTLA



A TRANSFORMATIVE STUDENT  
EXPERIENCE



NETWORKED AND COLLABORATIVE TEACHING  
AND LEARNING



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- We are **excited to proceed with the academic project** in a way that further enhances what we managed to achieve last year.
- Do not get me wrong: We did extremely well under difficult circumstances in 2020. When contact tuition was suspended, we swiftly pivoted online, and, in the end, awarded an excellent 8 979 qualifications in the calendar year – in line with previous years.
- This year, however, we are going **beyond emergency** remote teaching, learning and assessment. We are **augmenting** it with a return to **face-to-face** interaction as far as possible, in order to provide a more optimal learning experience.

## Networked and collaborative learning and teaching

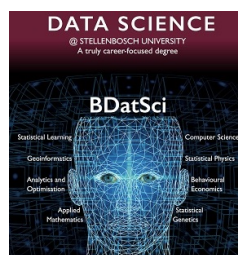
See 4.2, 4.4, 4.5, 4.7 & 4.11 in Management Report (pp. 53–55 of Council bundle)



A TRANSFORMATIVE STUDENT  
EXPERIENCE



<http://www.sun.ac.za/english/Lists/news/DispForm.aspx?ID=7119>



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- I said at the beginning we are building the post-COVID future now.
- See pp. 54-56 of the Council bundle ... lots of exciting developments in learning and teaching, e.g.:
  - Hybrid learning
  - Online certification
  - Taking critical learnings from ERTLA and applying them
  - New programmes, such as Data Science; and
  - The use of podcasts and other technologies in learning and teaching.

#maskup #avoidcontact #sanitise



#drajousmasker #vermykontak #ontsmet

- But, with students and staff back in greater numbers, we are making it clear that COVID health and safety is a priority
- All protocols to prevent the spread of coronavirus must be strictly observed on our campuses, including sanitising, ventilation, physical distancing and the wearing of masks.



**SUNSTUDENT:**

- Massive project, involving a lot of hard work by many, many of our staff members.
- Building a new student information system with modern interfaces that provides a better overall user experience, but more than that, a system that is able to respond to new and rapidly changing requirements
- Go-live date on the first phase – undergraduate applications for next year – was 6 April, but the work continues.

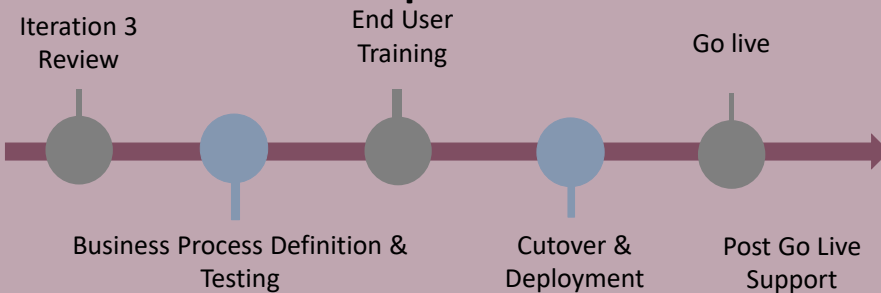
# SUNFin! SUNFin! SUNFin!



## Milestones achieved

- 2<sup>nd</sup> Iteration of OCF with SU data loaded
- Iteration 2 review of OCF
- ICT Integration Sprint team fully functional with Agile approach
- Business decisions for 3<sup>rd</sup> Iteration in 2021
- Data preparation for Iteration 3 complete
- Business process catalogue defined

## Roadmap for 2021



## Benefits of SUNFin

- A user-friendly, web-based interface
- Automated financial transactions enabled by workflow
- Improved financial reporting and analytics
- Access anytime, anywhere from your web-enabled device!

**Talk to us – [sunfin@sun.ac.za](mailto:sunfin@sun.ac.za)**



Manie Lombard  
Sponsor: SUNFin

### SUNFIN:

- SUNFin will enable SU to move away from the “black screen”.
- Replacing it with a user-friendly, web-based interface to the University’s financial system.
- The project team is involved in a detailed replanning exercise to confirm the viability of the go-live date – while planned project work continues.



## Purposeful partnerships and inclusive networks

See 3.2–3.8 in Management Report (pp. 49–51 of Council bundle)



PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

- AUDA-NEPAD Centre of Excellence in Science, Technology and Innovation
- ANIME network
- Periperi-U
- AAU
- International Network of Universities
- AC21 consortium
- South Africa-Sweden University Forum
- Social Sciences Universities Network
- International Town-and-Gown Network



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- Making good progress in terms of international networks, given the challenges of COVID.
- See 3.2 – 3.8 in Management Report (pp 48–51 of Council bundle)
- AUDA-NEPAD Centre of Excellence in Science, Technology and Innovation – Prof Cloete and CSIR’s involvement here, makes for very interesting reading: a promising development.
- And all the rest you see on screen
- Well done to Prof Klopper and our colleagues in SU International – working hard on building our global standing



Author: Stellenbosch University /  
Universiteit Stellenbosch

Published: 10/03/2021

Reports in the media over the last few days (since 5 March 2021) highlighted various issues pertaining to the implementation of Stellenbosch University's current Language Policy (2016), and also the use of especially Afrikaans in different settings at the institution. Due to misconceptions and untruths that abound in certain instances, the University wishes to set the record straight on the most pressing of these issues.

The essence of our current policy remains as follows: SU is committed to engagement with knowledge in a diverse society. The Language Policy (2016) aims to give effect to section 29(2) of the Constitution in relation to language usage in its academic, administrative, professional and social contexts. The Policy aims to increase equitable access to SU for all students and staff, facilitate pedagogically sound teaching and learning, and promote multilingualism.



Foto: ©700K

## US 'verbind tot meertaligheid'



Hy is bekommerd oor politieke partye wat munt probeer slaan uit die taalgesprek by die Universiteit Stellenbosch, skryf Wim de Villiers.

di'n maatskapskap waarvoor die taalbeleid voorlesing maak, het die afgelope vyf jaar min of meer dromel gely. Die profers vir 2020 het getoon dat 17,6% van klasse in parallelisme gelaat word het (afsonderlik Engelse en Afrikaanse sessies, 61,2% in

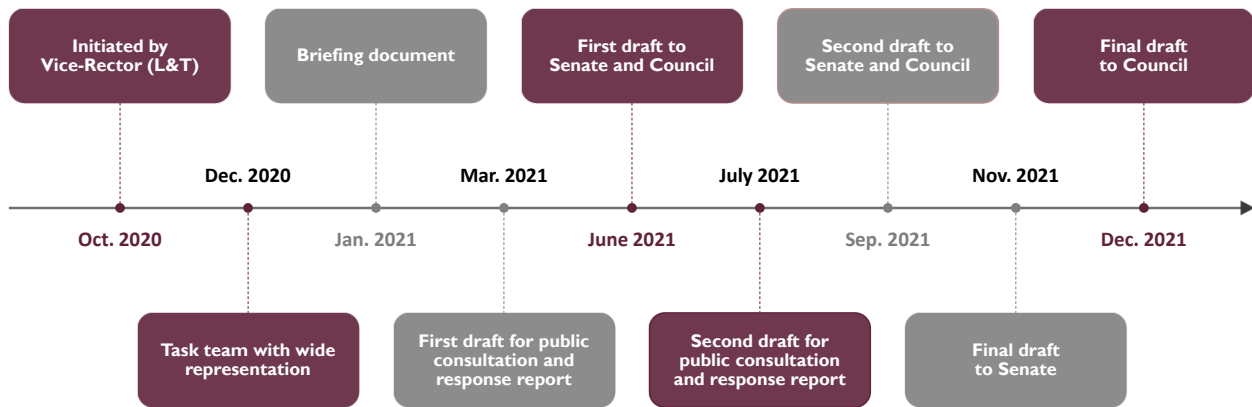
Afrikaans, ook wat om taalbeleid bepaal nie? Om 'n bepaalde rede om ook slegs vir 'n beperkte tyd. Dit geld toe die oerwrenging van vaardighede en 'n goeie leeromgewing wat die verknipning en meer aanlyn onderrig wens. Co-

die implementering van meertaligheid by 'n groot hoërsonderwysinstelling nie. Hulle swaer meen op en aan verbindings, is dit vir politieke gewin in 'n verknipning? Probeer bulle stomp nie word? Ek is veral bekommerd oor die geleerdes wat dit ver-



- Certainly, you are all aware of the concerns about the language at SU, and you would have seen our statement (on the left) correcting inaccuracies and providing the facts.
- It is patently absurd that we would want to police or regulate the language that people would use in informal settings. We have, under the direction of prof Deresh and prof Stan, engaged with Deloitte to investigate this matter and we will report back on that.
- En in 'n meningsartikel wat oor die Paasweek gepubliseer is, het ek opnuut die versekering gegee ons is nie 'n Engelse of Afrikaanse of isiXhosa universiteit nie, maar een wat inklusiewe meertaligheid nastreef – al is dit nie aldag maklik nie.

## Language Policy revision Taalbeleid hersiening

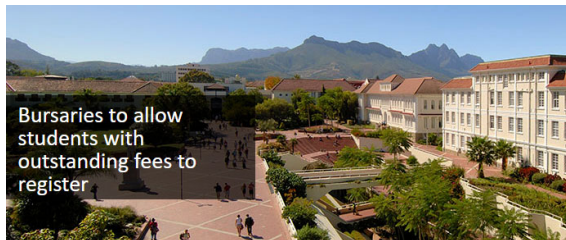


- Our existing Language Policy (approved by Council in 2016, and implemented in 2017) lapses this year, and it “must be reviewed during its fifth year of operation”.
- Considering this, Prof Schoonwinkel initiated a review process and convened a task team in October last year. This was already scheduled.
- This is the timeline: Working towards submitting a final draft to Council in December.
- Inclusive consultative process. Looking at all national language policy and regulatory documentation.
- Input and comments from Faculty Boards, the Rectorate, Institutional Forum, Senate and Council.
- There will also be input and comments from two inclusive public consultation processes, the first of which kicked off on 20 March and closed on 12 April. More info on [www.sun.ac.za/language](http://www.sun.ac.za/language)
- Just to reiterate, for Council’s benefit, that this is the only policy that actually needs the concurrence of Senate for Council to approve it.



Deserving students would be funded, according to the National Student Financial Aid Scheme. (NSFAS) Picture: Oupa Mokoena/African News Agency (ANA)

## NSFAS recommits to funding students amid university #nationalshutdown



Bursaries to allow students with outstanding fees to register

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17 March 2021

### THE CRISIS IN STUDENT FUNDING IN 2021; HIGHER EDUCATION MUST BE RECOGNISED AS A SITE OF INVESTMENT RATHER THAN ONE OF EXPENDITURE

At the beginning of another academic year the unaffordability of higher education for many students and their families has once again convulsed South Africa's 26 public universities. While the call for their shutdown from student organisations has captured the headlines, there is much work going on within the institutions to address the challenges facing the affected students though it must be said that the scale of student debt cannot possibly be resolved at the institutional level. This crisis has been ongoing for decades and Universities South Africa (USA) is firmly of the view that it is now time for a government-led policy process that produces a long-term, sustainable solution. There are three important aspects to the current crisis that we are experiencing.



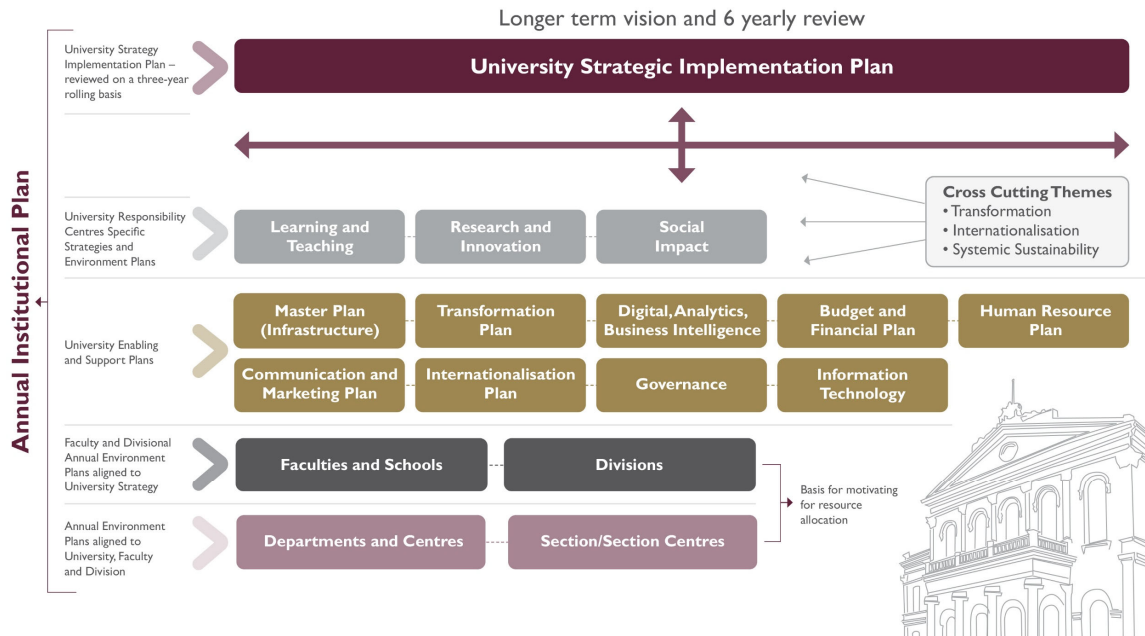
Data bundles to students



- Another very topical issue is the issue of student funding – national issue, NSFAS challenges
- I was part of several meetings the past month or two at a National level with USAF, the Minister and the DHET.
- The problem is that the state of the economy is dire, you are all aware what the Minister of Finance's Budget told us and the recent developments that funding needs to be reprioritised within DHET, and this will have an impact on the Ministerial letter that was issued at the end of last year – it will be reissued in terms of what the implications for universities will be.
- There were problems around registration time with funding not coming through for students. Our viewpoint is that students who are academically deserving shouldn't be financially excluded.
- I want to thank the Registrar and the work that they have done in the past few years, where it was the Registration Task Team, and together with the SRC, the Registrar's office, various student political organisations (SASCO, DASO, etc.), they managed to do the registration period very successfully.
- Things were a little more complicated this year, because of two reasons
- Firstly, COVID and its economic impact on families; and
- secondly there were no academic exclusions – students were readmitted this year, so the numbers of students who struggled financially to register were higher than usual.
- Their plight was taken care of thanks to bursaries and fund that were redirected. Thanks to our colleagues for huge efforts in this regard.
- Last month the Task Team managed to assist the last 543 non-registered senior undergraduate students, as well as some postgraduate students, to secure funding for outstanding student fees.
- We can be proud of this.

# Halfway there! Halfpad daar!

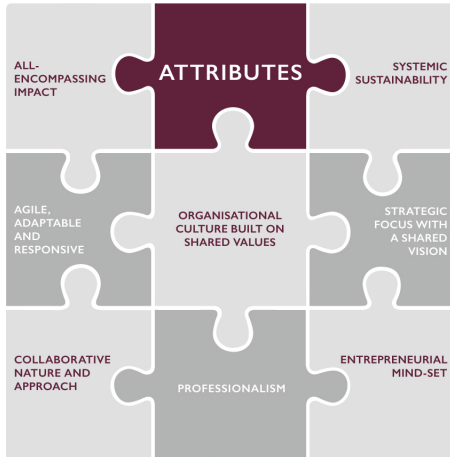
VISION 2040 AND STRATEGIC FRAMEWORK 2019–2024



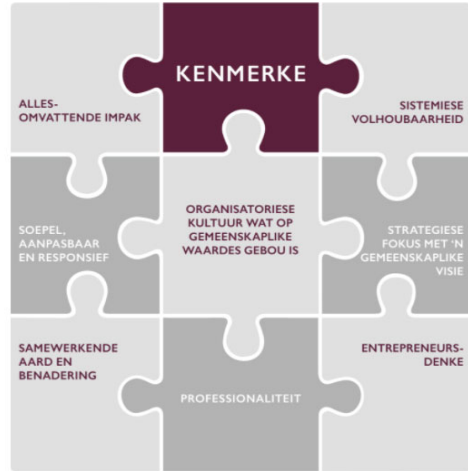
- Halfway through our Strategic Framework implementation
- Took stock at IPF in February.
- We wanted to see where we stand with our goals and actions, and it emerged that we are on track with our implementation plan
- Yes, some calibration is needed (for example in hybrid learning, we moved forward much quicker), but no major changes, so the Framework is solid.

# Being agile, adaptable and responsive Soepel, aanpasbaar en responsief

Vision 2040 and Strategic Framework 2019–2024



Visie 2040 en Strategiese Raamwerk 2019–2024



We focused extensively one of our attributes ...  
**Being agile, adaptable and responsive**  
 Certainly needed now more than ever

## Looking ahead: My priorities for 2021



Two overriding goals:

1. Completing the academic year
2. Ensuring institutional sustainability

*While at the same time prioritising staff and student health, safety and wellbeing*

Also:

- Research-intensive university
- Escalate hybrid learning
- Technology enabled university (e.g. digitalisation, AI, etc)
- Alignment of processes, systems & policies **to become more agile**
- Focus on SU's people (staff and students)
- Internationalisation (repositioning)
- Fundraising (changing scenarios)
- Campus renewal: Review in light of new world of studies & work

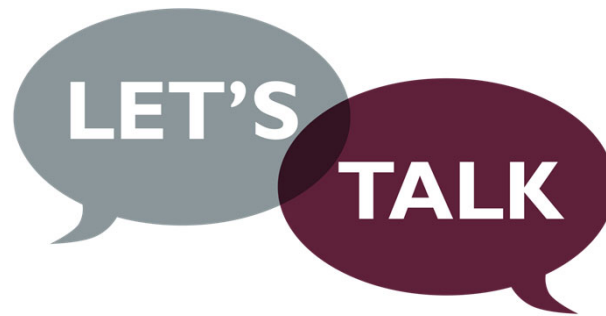
Let me share my priorities for this year with you:  
On screen



- You might have heard me say this before, but it is still true:
- What initially began as a sprint early on in 2020, and soon turned into a marathon for the remainder of the year, is now an ultramarathon looming ahead of us for the foreseeable future.
- The first words of my report are quite poignant in a sense – welcome to the first Council meeting of 2021, the second year of COVID-19. We will need to dig very deep to ensure that we keep momentum.
- Members of Council, thank you very much for your support, thank you very much for what you do – great appreciation. The year has certainly not been an easy start, but we go forward together. Thank you.



## COUNCIL MEETING / RAADSVERGADERING



- I will now take **comments and questions** for 10 minutes

[DISCUSSION TAKES PLACE ...]