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Forward Together
 center city phumiso
 south-western

DVC: Social Impact, Transformation & Personnel


Prof Nico Koopman
June 2022



Photo By Stefan Els

Deputy Vice-Chancellor: Social Impact, Transformation & Personnel

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Structure of presentation

- Through the lens of transformation
- Transformation – some reminders
- Progress with transformation
- Progress with quantitative transformation
- Progress with qualitative transformation
- Staff (and student) health and wellbeing and transformation
- Human Resources and transformation
- Transformative social impact

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Through the lens of transformation

- Intensification of focus on transformation
- Theme at Institutional Planning Forum
- Develop policy for transformation and revise transformation plan
- Upgrade structures for transformation
- Inclusive reporting on transformation
- Accelerate transformation
- Deepen transformation (radical transformation – go to radix/root)

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Some reminders - Comprehensive Transformation

8 Transformation indicators articulated by Times Higher Education (THE), also reflected in our current Transformation Plan

- Transforming the institution
- Transforming talent
- Transforming internationalisation
- Transforming teaching and learning
- Transforming the student experience
- Transforming impact
- Transforming research
- Transforming leadership

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Some reminders - Transformation

- Goal of transformation – dignity, healing, freedom, justice, equality
- Transformation of and through SU
- Embedded transformation – inclusive ownership and specific structures
- Quantitative transformation – count
- Qualitative transformation – weigh

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Progress with Transformation

- Ambivalence:
- Good progress in some areas
- Inadequate progress with regard to speed and depth
- Regress
- Vulnerable
- Tragedy and Aporia – dead-end streets (Zygmunt Bauman)

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Quantitative Transformation: Staff Diversity 2017–2021

Limitation of categorisation (binary with regard to gender; statutory expectations)

Academic Staff:

- BCIA increased from 20% in 2017 to 25% in 2021
- Female academic staff increased from 50% in 2017 to 51% in 2021
- On senior levels the diversity with regard to colour and gender is lower

Professional Academic Support Staff (PASS):

- BCIA staff increased from 59% in 2017 to 60% in 2021
- Female PASS staff increased from 63% in 2017 to 64% in 2021
- On senior levels (1 – 6) the diversity with regard to colour and gender is lower, but increasing (Colour: 15% to 19%; Gender 35% – 40%)
- Last 6 appointments in **rectorate** since 2016: 1 White male; 1 Coloured male; 2 White females; 1 Indian male; 1 Black female

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Quantitative Transformation: Student Diversity (Postgraduate & Undergraduate)

- Black African students increased from 19% in 2017 to 23% in 2021
- Coloured students remained the same at 18% in 2017 and 2021
- Indian and Asian students remained the same at 3% in 2017 and 2021
- In total, students from these groups increased from 40% in 2017 to 44% in 2021
- Female students increased from 54% in 2017 to 55% in 2021

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Quantitative Transformation: Disability (Staff and students)



- 36 staff members who declared disability (differently-abledness)
- From 356 students with declared disabilities in 2017 to 607 in 2021

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Quantitative Transformation: Institutional Bodies



Students' Representative Council (SRC): 2017–2021

ACI grew from 53% to 54%
Women grew from 33% to 48%

Council: 2017–2021

BCIA grew from 36% to 52%
Women grew from 25% to 40%

Senate: 2017–2021

BCIA grew from 17% to 22%
Women grew from 27% to 32%

Institutional Forum: 2017–2021

ACI grew from 39% to 57%
Women grew from 37% to 38%

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Measures to accelerate staff diversification



- Implementation of Code for Employment Equity and Diversity
- Optimise role of EE representatives in AAPC's
- Strengthen monitoring and oversight mechanisms up to departmental levels
- Strengthen Rector's Strategic Personnel Fund
- (Various measures to advance diversification of student body)

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Progress with qualitative transformation



- Renewing our institutional culture:
- Conscious and subconscious discriminatory prejudices
- Embodiment of these prejudices in policies, practices, structures, systems
- Intellectual, ideological, cultural, religious legitimization of prejudices and structures
- Portrayal thereof as norm-al
- All of these in intersectional context (focus on race, for instance, but in dependence on other categories like gender, socio-economic position, orientation, differently-abledness etc.)

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Progress with qualitative transformation - Towards a new institutional culture



- Experts in diverse and apart
- Learning about diverse and together
- Learning community
- Developing capacities
- Knowledge, values and skills (KWV)
- KPA's for transformation
- Visual redress



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Transforming Social Impact



- Commitment to transformative and restitutive social impact
- Social impact in various modes
- Old Lückhoff School
- Hardekraaltjie Cemetery



Stellenbosch University's (SU) Hardekraaltjie cemetery restitution event, which was held on Human Right's Day, 21 March 2022. The event was hosted in partnership with members of the Tiervlei community.

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Transformation and People Health & Wellbeing



- Staff Survey
- Institutional Committee for Staff Health and Wellbeing
- Care during pandemic time



Prof Nico Koopman and Dr Pierre Viviers during a visit to the vaccination site on 11 August 2021.

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Transforming Human Resources



- Performance Advancement
- Flexible working arrangements
- Career Progression of PASS
- International recruitment
- Regulation for Senior PASS Appointments
- Human Resources Committee of Council
- Remuneration Committee of Council

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Gratitude

- Gratitude, Grace, Graciousness
- Colleagues in Responsibility Centre
- Rectorate
- Deans and faculties
- General Managers' Meeting
- Senate
- Students
- Council

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Discussion

- Illumination?
- Affirm?
- Reprioritise?
- Omit?
- Blind spots?
- Do differently?
- Where can we do better?
- Council counsels

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Thank you
Enkosi
Dankie



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