

UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100
1918 · 2018

RECTOR'S MANAGEMENT REPORT TO COUNCIL

Monday 26 March 2018

Prof WJS de Villiers,
Rector and Vice-Chancellor

Table of contents

1.	Introduction	4
2.	Broadening access.....	5
2.1	Employment equity.....	5
2.2	Strategic recruitment of personnel.....	5
2.3	nGAP.....	5
2.4	Financial aid for students.....	5
2.5	Presidential pronouncement on free higher education	6
2.6	2018 DHET gap funding.....	6
2.7	Ikusasa Financial Aid Programme (ISFAP)	6
2.8	Die Vlakte bursaries	7
2.9	Registration 2018.....	7
2.10	Welcoming students to SU.....	8
2.11	Undergraduate enrolment.....	8
2.12	Residence placement of first-years.....	11
2.13	SU Open Day 2018	12
3.	Maintaining momentum of excellence	12
3.1	World rankings	12
3.2	Teaching awards	13
3.3	Fund for Innovation and Research into Learning and Teaching (FIRLT)	13
3.4	Scholarship of Teaching and Learning	13
3.5	Scholarship of Educational Leadership short course	14
3.6	Graduation ceremonies, December 2017.....	14
3.7	Special honorary doctorates in SU's Centenary year.....	15
3.8	PhDs for Africa	15
3.9	Young academic stars	16
3.10	Promoting research output.....	17
3.11	Making innovation matter at SU.....	17
3.12	Cloud computing.....	19
3.13	Computer network being upgraded	19
3.14	Maties Sport.....	19
4.	Enhancing social impact.....	20
4.1	SU Museum.....	21
4.2	SU Woordfees	21
4.3	Campus Health Services.....	21
4.4	Maties Sport.....	22
5.	Expanding internationalisation	22
5.1	Institutional Advisory Committee on Internationalisation	22
5.2	Association of African Universities (AAU)	22
5.3	African Research Universities Alliance (ARUA)	22
5.4	Visitors, meetings and conferences/workshops hosted by SU International (SUI)	23
5.5	Maties Sport.....	25
6.	Advancing systemic transformation	25
6.1	Transformation Office.....	25
6.2	First SU Transformation Indaba	26
6.3	Maties Sport.....	26
7.	Enhancing systemic sustainability.....	26
7.1	SU Centenary project	26
7.2	SU Institutional Plan 2018–2023 (IP)	27
7.3	Water crisis	27

7.4	Viable-sourcing process and Facilities Management contracts.....	28
7.5	Technology and Information Governance	28
7.6	Risk management.....	29
7.7	Campus security	29
7.8	University Capacity Development Grant (UCDG).....	30
7.9	Student tracking	30
7.10	Development and Alumni Relations	31
7.11	Corporate communication	33
7.12	Senior appointments.....	37
7.13	Decentralisation of academic appointments and promotions	37
7.14	Services to students	37
7.15	Student and staff infographics	38
7.16	More sustainable library subscriptions.....	39
7.17	New Maties Shop and SU Store	39
7.18	Steinhoff International.....	39
7.19	Registrar’s Division.....	40
8.	Executing the Campus Renewal Project	41
8.1	HB Thom Theatre and Drama building project	41
8.2	Engineering complex.....	41
8.3	Biomedical Research Facility project	42
8.4	Other building projects	42
9.	Conclusion.....	43
	ADDENDUM: OP-EDS AND COLUMNS	44

1. Introduction

Welcome to the first Council meeting of 2018 – the year of the Stellenbosch University (SU) **Centenary**. We salute the more than 250 000 alumni and students, educators, researchers and professional and administrative support staff as well as our management and governance structures who have helped mould this institution and cement its reputation as a world-class academic institution. At the same time, we acknowledge this institution's contribution to the injustices of the past, for which we have formulated a **restitution statement** to communicate our deep regret: We apologise unreservedly to the communities and individuals who were excluded from the historical privileges that SU enjoyed. And we honour the critical Matie voices of that time who would not be silenced despite being ostracised. Out of responsibility towards present and future generations, SU commits itself unconditionally to the ideal of an inclusive, world-class university in and for Africa.

One of those critical voices was **Prof Sampie Terreblanche**, who passed away on 17 February. We pay tribute to him as a legendary political economist, much-loved and inspirational lecturer for thousands of our students, and fearless advocate for the end of apartheid.

Two pertinent challenges face SU at the start of our Centenary year – student finances and the water crisis in the Western Cape.

Former President Jacob Zuma announced **fee-free higher education** on 16 December 2017, despite the reservations the Heher Commission had expressed about the feasibility of such a scenario. The higher education fraternity now faces several questions: How will fee-free higher education be funded? What will the implications be for other government allocations to universities? What about universities' autonomy in determining their own level of student fees? SU too is grappling with all these issues, searching for proactive solutions in collaboration with the rest of the sector.

Regarding the **water crisis**, SU remains committed to the academic project, and to keeping the institution open despite the water shortage. Any reduction in water usage, for example when students go home for the April recess, will be welcomed, but we do not want to close the University. Through staff and students' concerted efforts, SU managed to consume 30% less water in January than in the corresponding period last year, but our strict targets remain in place. Water is a scarce resource in our country, and we constantly appeal to all staff and students to support our initiatives and use water responsibly.

Like many South Africans, I am cautiously optimistic about the change in political leadership and the positive potential of the Ramaphosa administration. I also extended my sincere congratulations to **Minister Naledi Pandor** on her appointment as national minister of higher education and training. We are proud of her achievements as a Matie alumna and appreciate the warm relationship that SU has been able to build with her in the various portfolios she has served in over the years. I am particularly delighted about her return to the higher education and training portfolio. I believe her passion for and experience in education, research, science and technology will bring new direction to the sector, which has experienced its share of turbulence in the recent past.

Looking towards the future, work on the **SU Vision 2040** and **Strategic Framework 2019–2024** is at an advanced stage. Prof Hester Klopper, Deputy Vice-Chancellor: Strategy and Internationalisation, led a consultative and iterative process in this regard over the past year. This enabled the Institutional Planning Forum held on 13 and 14 February to provide inputs, which will now result in a first draft. This document will be subjected to another round of extensive consultation from March, before the final draft is submitted to Council for approval. The SU Vision and Strategic Framework will capture our aspirations as we embark on our second century as a university, as well as how we intend to realise those aspirations. Thank you all for your contributions towards this road map, which we hope will take this venerable institution to even greater heights.

At this meeting of Council, it is the turn of Prof Eugene Cloete, Vice-Rector: **Research, Innovation and Postgraduate Studies** (RIPS), to table his own comprehensive annual report. In this overall

management report, I will therefore highlight only a few developments in his responsibility centre (RC). Please consult his report for more detailed information.

This report covers the period **26 October 2017** (RC submission date for the previous Council meeting of 27 November 2017) **to 21 February 2018** (RC submission date for the meeting of 9 March 2018), with a few exceptions so as to cover significant developments outside this period (up to my submission date of **7 March 2018**). I welcome this opportunity to engage with fellow Council members.

2. Broadening access

Broadening access is one of three overarching strategic priorities listed in SU's *Institutional Intent and Strategy (IIS) 2013–2018*. It is specifically linked to the first element of our Vision 2030, namely to become more inclusive. And in SU's *Institutional Plan (IP) 2018–2023*, broadening access is further unpacked as one of seven institutional strategies. It is stated that we aim to achieve it by, inter alia, increasing the diversity profile of our staff and student corps.

2.1 Employment equity

In **2017**, black, coloured and Indian (BCI) staff constituted **24%** of the total academic corps at SU, up from 22% in 2016. White academic staff dropped from 78% to 76% over the same period. In terms of employment equity levels among SU executive and non-academic staff, the percentage of BCI personnel increased from 57% in 2016 to 58% in 2017. Therefore, while the staff diversity profile seems to be moving in the right direction, it is occurring at a **very slow pace**. We will have to redouble our efforts in this regard.

2.2 Strategic recruitment of personnel

Advertising of positions at SU using the normal channels has not always resulted in sufficiently diverse applicant pools. Therefore, extensive strategic recruitment actions were launched last year. Our Human Resources Division has partnered with BMC (People | Strategy | Transformed) (Pty) Ltd, a company that focuses on hybrid strategic talent sourcing, to attract more candidates from the **designated groups**. We are hopeful that this will have the desired effect.

2.3 nGAP

The New Generation of Academics Programme (nGAP) is a state initiative launched in 2015. It is aimed at the “recruitment of highly capable scholars as new academics, against carefully designed and balanced equity considerations and in light of the disciplinary areas of greatest need”.

SU currently holds 12 nGAP positions awarded in the initiative's previous three phases. In January, the Department of Higher Education and Training (DHET) announced phase 4, making available an additional 100 positions nationally. These positions are prioritised according to the national need in higher education, and preference will be given to STEM environments (science, technology, engineering and mathematics). Human Resources has invited the deans of all SU faculties to **submit applications**.

2.4 Financial aid for students

SU has a proactive philosophy and approach in respect of the management of financial aid for students in need. Our financial aid office (FAO) has the following policies and practices in place:

Closing date for financial assistance, 31 August: The University's financial aid and scholarship website includes a general message to prospective and current students to apply before the closing date because of the limited funds available to assist students in need.

Provisional offers of funding for 2018 were sent out timeously – in November 2017 for first-time entering students, and December 2017 for returning students who already receive SU funding.

This process enables the FAO to assist students who are still awaiting an answer from the National Student Financial Aid Scheme (NSFAS) to register and immediately access allowances for food, books and private accommodation.

However, a significant number of first-time entrants failed to apply for NSFAS funding by 30 November 2017, and needed to be considered for the new DHET bursary scheme following the presidential pronouncement (see 2.5) because their gross household income was less than R350 000 per annum. Most of these students are poor and do not have sufficient funding to pay the compulsory first instalments on their tuition and/or accommodation fees. Although the FAO could not assist all these students while they awaited an answer from the DHET, they were allowed to register where the institutional pre-screening indicated their eligibility for the new DHET funding.

Full-funding philosophy: Students in financial need are funded in terms of the national NSFAS means test, which implies that all available funding (including NSFAS) are modulated to fully fund fewer students instead of partially funding more. Students whose parents cannot contribute, as shown by the means test, receive sufficient assistance to cover their tuition, accommodation, meals and textbooks.

Overdraft facility for NSFAS funding: An overdraft facility is registered for NSFAS allocations to enable NSFAS-funded students who receive interim financial assistance from SU to buy their textbooks and pay for their private accommodation and meals.

2.5 Presidential pronouncement on free higher education

On 16 December 2017, the president announced that government would be introducing “fully subsidised, free higher education and training for poor and working-class South Africans”, and that this would be provided **through NSFAS** to first-year students in 2018.

“Poor and working-class” refers to prospective students from families with a household income of **up to R350 000 per annum**, while “household income” is calculated in terms of the prospective student’s direct family income (i.e. income earned by parents, legal guardians or spouses).

To give effect to the announcement, the current general loan fund of the DHET has been converted into a bursary scheme for poor and working-class South Africans. The **DHET bursary scheme** will be phased in over five years from 2018 so that by 2022, students in all undergraduate study years will benefit. Early indications are that more than 450 of our first-year students will qualify for this new, full-cost bursary scheme. This will help broaden access at SU even further.

2.6 2018 DHET gap funding

First-year students from families with a gross income of more than R350 000 up to R600 000 per annum – the so-called **missing middle** – need to apply to the DHET for the promised 8% gap funding from the DHET. The funding is intended to offset the general adjustments of 8% in study fees instituted by most universities, including SU, for 2018.

However, first-years from quintile 1, 2 and 3 schools (as determined by the Department of Basic Education), as well as those who will be funded through the DHET bursary scheme in 2018, automatically qualify for the 8% grant, and therefore need not apply.

2.7 Ikusasa Financial Aid Programme (ISFAP)

On 30 January, the Ikusasa Financial Aid Programme (ISFAP) made the following announcement regarding its synergy with DHET/NSFAS financial assistance:

- ISFAP will fund students who have applied to the programme, have a household income of between R350 000 and R600 000, and plan to study towards certain designated degrees. At SU, these are **Engineering, MB,ChB, Occupational Therapy, Physiotherapy, BCom Actuarial Science and B Accounting**.

- ISFAP has agreed with the DHET that students who have applied to both NSFAS and ISFAP will be funded by ISFAP, and the NSFAS funding will be withdrawn.

ISFAP has since released its first list of SU-specific candidates. According to the list submitted to SU, **88 students** have registered at the University to date. Notably, 81 of these registered students are from the designated faculties/degrees, which is in line with the SU-ISFAP memorandum of understanding.

In terms of DHET/NSFAS funding for students with a total household income of up to R350 000, 34 of the registered students have received an official offer. The DHET/NSFAS grant will now be converted into ISFAP assistance. Another 21 students have obtained other forms of funding, including the SU-specific recruitment bursary.

The ISFAP Pilot will not be issuing any loans to students in the first and second year of study, and all offers will be in the form of grants. The funding matrix is being adjusted to take into consideration the new household income threshold for ISFAP, namely above R350 000.

2.8 Die Vlakte bursaries

An announcement about the next round of bursaries for descendants of those affected by forced removals from **Die Vlakte** half a century ago was made on 1 March 2018. The six recipients make up the third set of beneficiaries since I announced the establishment of the fund in my inauguration address in 2015 as a form of restitution by SU. To date, more than R1 million in bursaries have been allocated.

Mainly coloured people fell victim to the Group Areas Act in the 1960s and 1970s when they were forcibly removed from a residential area of Stellenbosch partially overlapping our campus. Although this was done by the government of the day, SU did not object at the time, and later benefited when some of the dispossessed land was transferred to the University.

Every year, a community committee helps verify applicants' association with Die Vlakte, while a committee of three community members and three SU staff members apply the allocation criteria.

2.9 Registration 2018

We are grateful for having had a **successful** registration period at the start of the year. A key contributing factor was **ongoing engagement** with various stakeholders relating to obstacles that prevent students from registering. To try to eliminate these obstacles, the Registrar's Division, Student Fees, Student Affairs, Prospective Students, Admissions and Residence Placement, the Undergraduate Bursary and Loans Office, the Client Services Centre as well as the new Students' Representative Council (SRC) and other student organisations all collaborated.

As was the case the year before, the Registrar convened a **registration task team** towards the end of 2017 to plan for the 2018 registration period in a proactive and integrated manner. The South African higher education context has changed dramatically over the past few years. Some of the factors that had set the scene for possible disruptions during the registration period included the #FeesMustFall student protests in 2015 and 2016, insufficient state funding for higher education institutions, expectations following the president's pronouncement on free higher education for the poor and working class, and the subsequent uncertainties with regard to the implementation of the new funding model.

The task team received status updates on the latest communications from the DHET and NSFAS, and established processes to respond to the new requirements. The logistics of creating a welcoming culture during the registration period, queue management, efficient student referrals, the issuing of student cards as well as senior student involvement during registration were also discussed.

SU learnt valuable lessons in December 2016 and January 2017 concerning **communication with students** about student fee adjustments, registration for the new academic year, financial support

for academically deserving poor students, and special arrangements for payment of the first study fee instalment. For the 2018 academic year, a similar approach was followed, which became even more important subsequent to the president's announcement. Providing relevant and consistent information, in addition to effective internal processes to deal with enquiries, played an important part in reducing uncertainty.

In terms of **walk-in applicants**, SU provided two computers at the entrance of our main registration building, where staff from the Client Services Centre assisted applicants to register on the DHET's Central Application Clearing House service. About 600 visitors made use of these computers.

We had **no security-related incidents** during registration. Student representatives from the Economic Freedom Fighters (EFF) and South African Students Congress (SASCO) recruited members for their organisations at our registration buildings, but our security staff never had to intervene or become involved at any stage.

2.10 Welcoming students to SU

More than **5 000 students** participated in SU's welcoming programme from 25 January to 6 February. Student leaders assisted in ensuring that newcomers experienced a welcoming culture. Newcomers were also informed of opportunities available in the co-curricular space. Monitors played an active role to ensure that residence and PSO welcoming programmes adhered to the principles of human dignity, hospitality and friendliness. As in the past, a questionnaire will again be distributed to all newcomers to obtain their feedback on the welcoming period.

In addition to the programme at the institutional level, **faculties** also conducted their own welcoming activities. These included an opening ceremony at the Military Academy on Saldanha campus. And the Faculty of AgriSciences commemorated both its own and SU's Centenary with a ceremonial planting of 100 indigenous tree saplings on the Welgevallen experimental farm.

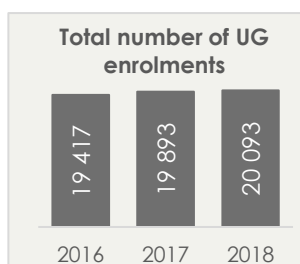
SciMathUS held its opening on 5 February. This programme in the Faculty of Education annually offers 100 learners who have already passed Grade 12, but have not qualified for higher education, a second opportunity to improve their National Senior Certificate results in specific subjects to enable them to reapply for university programmes. Since its inception in 2001, more than 1 100 students have successfully completed the programme.

A new generation of **#MatiesMVFs** (most valued fans) descended on Stellenbosch in January. The Maties Sport Welcome Festival gave each sporting code the opportunity to introduce themselves to the newcomers, while first-year students could ask questions, sign up for clubs and pledge their loyalty to SU as new #MatiesMVFs. This forms part of Maties Sport's commitment to encourage a healthy and active lifestyle among students.

2.11 Undergraduate enrolment

Registration opened on 12 January and closed on 16 February. Undergraduate enrolment statistics – including for newcomer first-years (NFs) – are **SUMMARISED BELOW**. (Click here for the [full report](#), which inter alia contains a breakdown of faculty statistics. It can also be accessed via the Division for Information Governance (IG) [dashboard](#), alongside a wealth of other institutional data.)

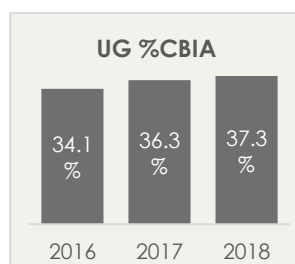
All undergraduate (UG) enrolments



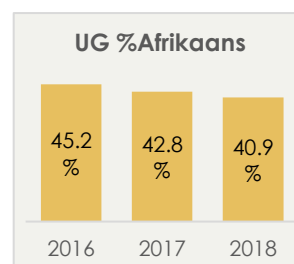
1% increase in UG enrolments from 2017 to 2018



3,9% increase in UG CBIA¹ enrolments from 2017 to 2018

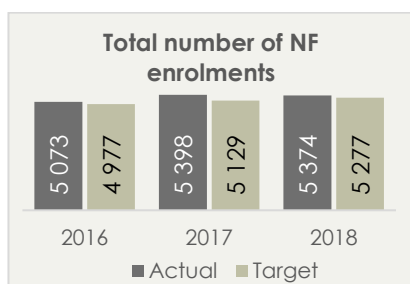


One percentage point increase in UG %CBIA from 2017 to 2018



Two percentage points decrease in UG %Afrikaans from 2017 to 2018

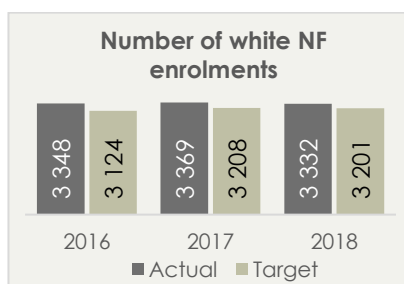
Newcomer first-year (NF) enrolments



2018: Actual total number of NF enrolments 1,8% higher than **June target**



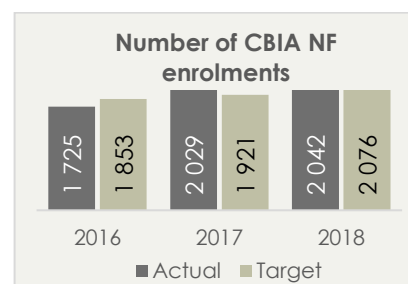
Actual total number of 2018 NF enrolments 0,4% lower than in **2017**



2018: Actual number of white NF enrolments 4,1% higher than **June target**



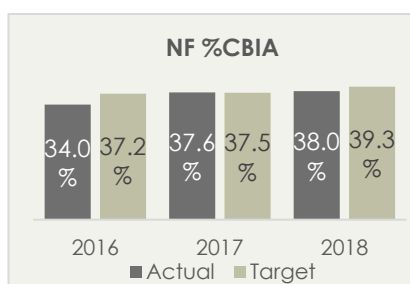
Actual number of 2018 white NF enrolments 1,1% lower than in **2017**



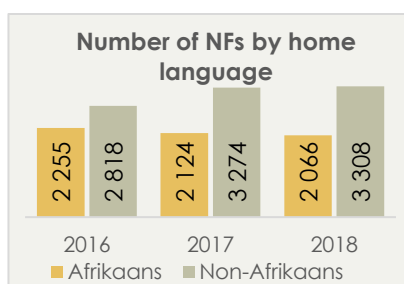
2018: Actual number of CBIA NF enrolments 1,6% lower than **June target**



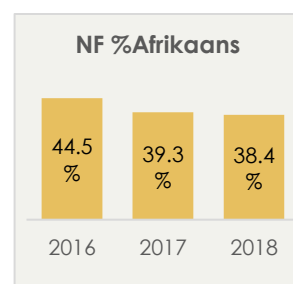
Actual number of 2018 CBIA NF enrolments 0,6% higher than in **2017**



2018: Actual %CBIA one percentage point lower than June target



2,7% decrease in number of NFs with Afrikaans as home language from 2017 to 2018



One percentage point decrease in NF %Afrikaans from 2017 to 2018

¹ CBIA: Coloured, African black, Indian and Asian.

Newcomer first-year enrolments by socio-economic group

SU's Admission Policy was revised last year in line with our commitment to broaden access and deepen transformation. A new dimension – socio-economic disadvantage – was added, and is reflected in the 2018 statistics of NFs for the first time. (As socio-economic data of NFs in the Faculty of Military Science are limited, that faculty is excluded from socio-economic factor reporting.)

An overall socio-economic factor based on a point score per factor was assigned to each student:

First-generation status (max 2 points)	2 points:	Highest qualification of parents/guardian Grade 12 or lower
	1 point :	Highest qualification of parents/guardian certificate or diploma
	0 points:	Highest qualification of parents/guardian university degree
Educational factor (max 4 points)	4 points:	School quintile 1 to 3 OR school fees less than R1 500
	2 points:	School quintile 4 OR school fees between R1 500 and R5 000
	0 points:	School quintile 5 OR school fees more than R5 000
Economic factor (max 2 points)	2 points:	Family receives pension from state OR child grant ²
	0 points:	Family does not receive pension from state OR child grant, nor did student receive school bursary based on financial need

Table 1: How students' socio-economic status is calculated

For reporting purposes, the scores were categorised as follows:

- 0 : No socio-economic disadvantage
- 1-3: Low socio-economic disadvantage
- 4-5: Medium socio-economic disadvantage
- 6-8: High socio-economic disadvantage

The distribution of NFs by socio-economic category for 2017 and 2018 is depicted below.

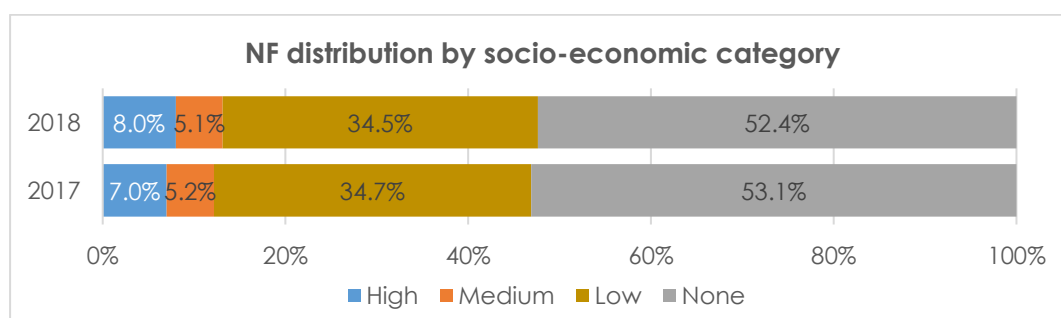


Figure 1: NF distribution by socio-economic category, 2017 and 2018 (final registration, excluding Faculty of Military Science)

The percentage of NFs in the **high** socio-economic disadvantage category (blue above) **increased with one point from 2017 to 8% in 2018.**

² Information regarding state pensions and child grants is available since the 2016 intake only.

2.12 Residence placement of first-years

Following the conclusion of the official registration period, the diversity profile of first-years placed in University residences on Stellenbosch and Tygerberg campus combined is now **close to 50:50** (see *Table 2* below). This is an indication of the good progress made in terms of increasing access.

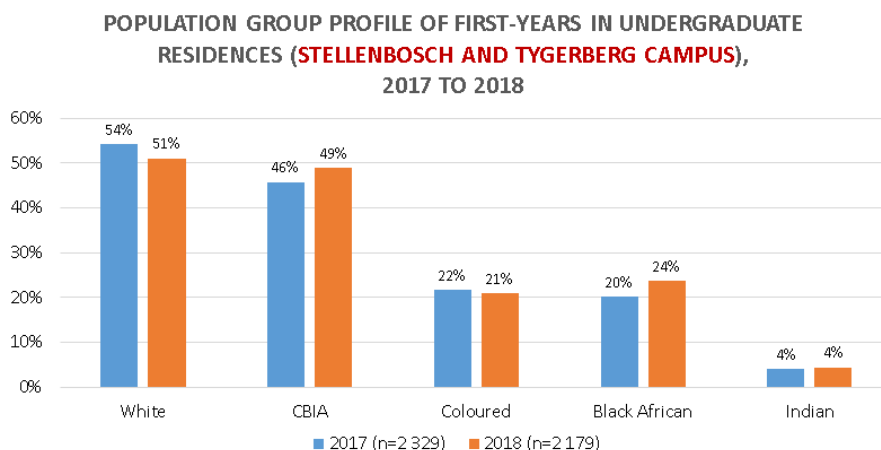


Table 2: Diversity profile of first-years placed in Stellenbosch and Tygerberg residences, 2017–2018

The impact of SU's new Residence Placement Policy, which took effect in 2014, is most noticeable on Stellenbosch campus (see *Table 3* below). Here, the percentage of **coloured, black African, Indian and Asian (CBIA)** first-years placed in University residences increased **from 34% in 2013 to 47% currently** (as reflected in the second set of columns below).

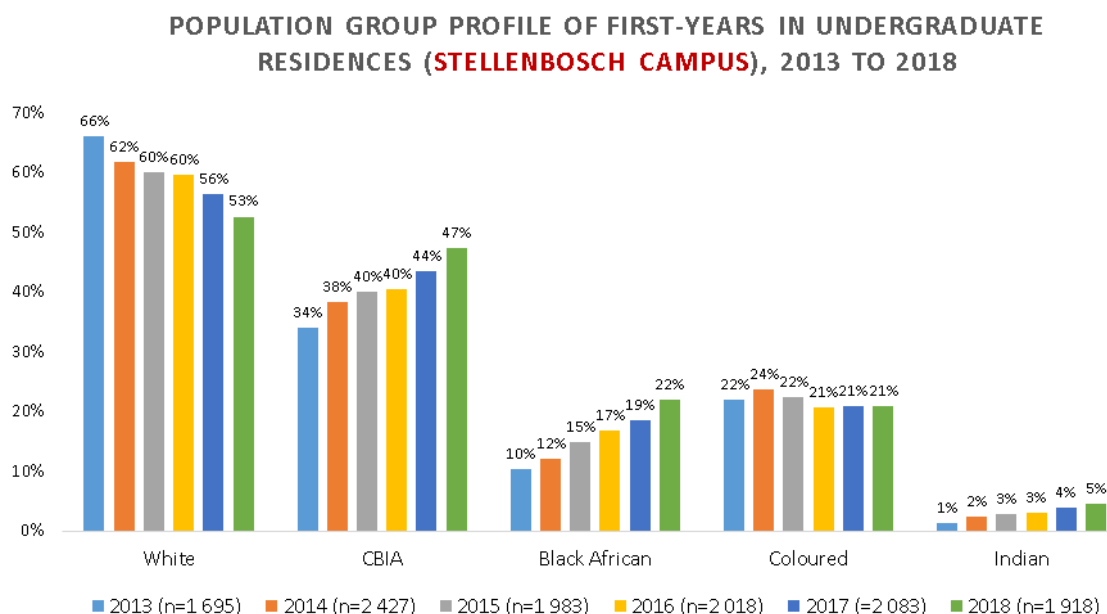


Table 3: Diversity profile of first-years placed in Stellenbosch residences, 2013–2018

An important contributing factor this year was the increase in the number of students who qualified for financial support based on the **new national funding model**. During the registration period, first-time entrants who would receive DHET funding took precedence in terms of residence placement. The Residence Placement Office liaised closely with the Bursaries and Loans Office to verify applicants' details, as well as with student leaders to effectively communicate with students who have received funding but no accommodation as yet.

Although a significant number of students were placed due to cancellations, we could not accommodate all. Many were referred to private, accredited accommodation. One of our biggest challenges remains the **lack of accessible and affordable accommodation** for our students in financial need. Late NSFAS offers are also problematic and create anxiety for students who arrive on campus with no accommodation.

2.13 SU Open Day 2018

SU again opened its doors to prospective students from all parts of South Africa at its annual Open Day on Saturday 24 February. Grade 11 and 12 learners from across the country had the opportunity to learn more about studying at the University. Approximately 8 000 people attended the activities on Stellenbosch campus, and 3 000 on Tygerberg campus.

The Open Day is an opportunity for SU to reach schools, teachers, parents and prospective students. The key focus is to **generate applications for next year's intake**, which opened on 1 March this year.

Organised by the Centre for Student Recruitment and Career Advice (CSR), Open Day is a one-stop shop providing comprehensive information to prospective students. Faculties contribute information about academic programmes, enquiries about career choices, student fees as well as bursaries and loans are dealt with, while other aspects of the student experience, including co-curricular activities, sport, culture, student associations and student life, are also covered.

At this year's event, hourly general information sessions were hosted on how to apply for admission and residence placement, financial assistance, how to choose a course of study, student support (including students with special learning needs), language support as well as campus safety. These sessions were also live-streamed over the internet for prospective students and parents who could not physically attend.

A new Open Day development on Stellenbosch campus was a tent in Bosman Street where Student Affairs provided learners with information on university housing and private accommodation. All university residences were open for viewing on the day, and prospective students could also pre-book for lunch in an SU residence.

Learners interested in high-performance sport could interact with the Maties Sport student athletes and sport managers on the Rooiplein. Also on the Rooiplein, a 'dream wall' offered prospective Maties the opportunity to write down their wishes and ambitions for the future.

The results of a survey conducted on the day indicate that Open Day visitors scored it 83% on average, and 75% said they would be applying to study at SU in 2019.

3. Maintaining momentum of excellence

Excellence is also one of the overarching strategic priorities set out in our *IIS 2013–2018*. In that document, it is linked to the second element of our Vision 2030 – to become more innovative. And in our *IP 2018–2023*, maintaining our momentum of excellence is one of our seven institutional strategies. We do this by keeping up our student success rates and by positioning the University as one of the foremost research-intensive institutions in Africa.

3.1 World rankings

In 2017, SU formally took part in the Times Higher Education Ranking (**THE**) and the Shanghai Academic Ranking of World Universities (**ARWU**). The QS World University Ranking (**QS WUR**), QS BRICS University Ranking (**QS BRICS**) and CWTS Leiden Ranking (**CWTS Leiden**) also ranked SU (although we had not taken part in these rankings) based on surveys, research databases and other publicly available data.

	2014		2015		2016		2017	
	World position	National position	World position	National position	World position	National position	World position	National position
THE	301–350	3 rd	276–300	3 rd	401–500	3 rd	401–500	3 rd
ARWU	401–500	Joint 2 nd	401–500	Joint 2 nd	401–500	Joint 2 nd	351–400	Joint 2 nd
QS WUR	390	3 rd	302	3 rd	395	3 rd	361	2 nd
QS BRICS	34	3 rd	34	3 rd	35	3 rd	47	4 th
CWTS Leiden	481	2 nd	417	2 nd	468	3 rd	469	4 th

Table 4: SU's performance in five rankings the past four years

In terms of academic disciplines, three fields of study at SU have again made the world's top 100 on the **QS World University Rankings by Subject** (released at the beginning of March 2018), namely Theology, Agriculture (both in the 51-100 bracket) and Development Studies (44th position). This achievement has been sustained for the past three years already. (While SU does not offer "Development Studies" as a standalone subject, QS considers a number of development-oriented programmes as part of this discipline, including Public and Development Management, Sustainable Development, and Urban and Regional Planning.)

3.2 Teaching awards

SU initiated an annual system of institutional teaching awards in 2017. These are aimed at:

- showing institutional support for excellence in teaching and learning in higher education;
- developing a cadre of academics who are able to provide inspiration and leadership in teaching in their disciplines and across the institution; and
- generating debate and public awareness about what constitutes teaching excellence.

Candidates were nominated by their faculties based on a teaching portfolio. The applications were evaluated by an institutional selection committee, who made **13 awards of R25 000 each**.

3.3 Fund for Innovation and Research into Learning and Teaching (FIRLT)

In line with its Learning and Teaching Policy, SU established the [Fund for Innovation and Research into Learning and Teaching \(FIRLT\)](#) in 2005 to encourage a culture of innovation and reflection in teaching and learning. The fund provides an opportunity for lecturers to innovate, evaluate effective practices and processes, and investigate teaching and learning problems, solutions and trends. It also provides a mechanism for the dissemination of results designed to improve the quality of teaching and learning. Any lecturer, team of lecturers or centre for teaching and learning may apply for an award.

FIRLT awards are made twice a year by a subcommittee of the Committee for Learning and Teaching. In the November round last year, 19 FIRLT proposals were received, of which **18 were funded**. A total of **R703 615 was awarded**.

3.4 Scholarship of Teaching and Learning

The **10th Scholarship of Teaching and Learning (SoTL) conference** took place from 26 to 28 October 2017. The event celebrated a decade's innovation and scholarship of teaching and

learning at SU. The conference boasted three keynote speakers – Dr Antoinette van der Merwe (SU), Prof Brenda Leibowitz (University of Johannesburg) and Prof Francois Cilliers (University of Cape Town) – 75 papers and approximately 250 participants. The presentation “Inhabiting a more ambiguous self: Using discomfort to explore issues of social justice” by Marianne McKay from Viticulture and Oenology won both the people’s choice and the overall award for best paper.

3.5 Scholarship of Educational Leadership short course

A new Scholarship of Educational Leadership (**SoEL**) short course tailor-made for the SU context was launched earlier this year. Twelve academic leaders from across SU faculties and PASS (professional, administrative and support services) environments were selected to take the inaugural edition of the course. It will be presented in a blended-learning mode comprising face-to-face and online sessions, cohort sharing and small-group interaction. The short course, which will be presented over one year, will cover the following four broad themes:

- Context and situating yourself in your context as a teaching and learning leader and scholar
- Researching teaching and learning
- Pedagogical leadership
- Curriculum leadership

The assessment includes a teaching portfolio and a scholarly output (journal article). The group of academics who completed the University of British Columbia short course on SoEL in 2016 will act as mentors for this first cohort. The short course, which will be repeated in 2019, aims to build a **critical mass of teaching and learning leaders at SU** who will be able to provide the necessary thought leadership within their respective environments and institutionally.

3.6 Graduation ceremonies, December 2017

In eight graduation ceremonies held from 4 to 8 December 2017, SU again awarded a **record number of qualifications – 5 771**, compared to 5 418 in 2016 and 5 036 in 2015. The number of **doctorates (141)** and **master’s degrees (562)** conferred also increased.

Among the many highlights was the graduation of 66 former HOPE@Maties students and 49 former SciMathUS students. These initiatives are **university preparation programmes** offered by SU to boost access for learners from disadvantaged schools.

The **Chancellor’s Medal** for academic achievement went to Ms Jacqueline Kazmaier, who received a BEng degree in Industrial Engineering with an average of 89,7% over her four years of study.

The **Chancellor’s Award** went to the following staff members:

- Prof LJ Barbour, Chemistry and Polymer Science
- Mr CJ Fourie, Division of the Registrar
- Prof S Seedat, Psychiatry
- Prof LLL le Grange, Curriculum Studies
- Dr T van Louw, SUNCEP
- Mr JJS Kotze, Human Resources
- Mr HAJ Lombard, Finance
- Ms AJ Nel, Innovus and Commercialisation
- Prof MJ de Waal, Private Law
- Prof GA Musila, English
- Prof LP Swartz, Psychology
- Dr AD van der Merwe, Learning and Teaching Enhancement
- Prof AEJ Mouton, Old and New Testament
- Prof MJ Kamper, Electrical and Electronic Engineering
- Prof HC Boshoff, Business Management

The following individuals received **honorary doctorates**:

- Mr Omar Badsha, one of South Africa's foremost documentary photographers
- Prof Glenda Gray, president of the South African Medical Research Council
- Prof Markus Reuter, an internationally recognised engineer and academic

3.7 Special honorary doctorates in SU's Centenary year

To coincide with SU's Centenary in 2018, Council last year approved the awarding of a larger number of honorary doctorates than usual. The recipients are esteemed local and international thought leaders. They exemplify not only the graduate attributes that we aim to instil in our students, but also the qualities we seek to take with us into the future as we enter our second century as a leading university. The names of the 14 recipients were announced in February and appear in alphabetical order below:

- **Prof Dame Glynis Breakwell**, internationally acclaimed psychologist, social scientist, researcher and vice-chancellor of the University of Bath in the United Kingdom
- **Mr Max du Preez**, principled and uncompromising journalist and independent commentator
- **Prof Musa Dube**, internationally recognised scholar and social activist, whose work in the area of HIV/Aids and violence against women and children is truly pioneering
- **Mr Trueman Goba**, industry leader, mentor for young engineers, and champion of the transformation of the South African engineering profession
- **Prof Peter Jones**, eminent cancer researcher, leading medical scientist in the field of epigenetics, and distinguished academic
- **Prof Mervyn King**, former judge of the Supreme Court of South Africa and esteemed corporate governance expert
- **Archbishop Thabo Cecil Makgoba**, a voice of reason in society, campaigner for equal access to education, and Anglican archbishop of Cape Town
- **Mr Patrice Motsepe**, trailblazer for responsible corporate citizenship and business entrepreneur
- **Mr Jannie Mouton**, successful South African business leader and philanthropist
- **Prof Andre Nel**, internationally renowned medical sciences researcher in the field of nanomedicine
- **Prof Brian O'Connell**, leading educationist and former vice-chancellor of the University of the Western Cape
- **Ms Sandra Prinsloo**, legendary actress, director and cultural activist
- **Dr Imtiaz Sooliman**, internationally respected humanitarian and founder of Gift of the Givers
- **Baroness Christine van den Wyngaert**, esteemed jurist and academic

At the time of writing this report, all the recipients with the exception of Breakwell were scheduled to receive their honorary doctorates at our March 2018 graduation ceremonies.

3.8 PhDs for Africa

3.8.1 Graduate School in Arts and Social Sciences

In SU's Centenary year, the Graduate School in Faculty of Arts and Social Sciences will be celebrating the milestone of having produced more than 100 **PhD graduates (114 to be exact)**, most of whom now work as researchers and academics at higher education institutions across Africa.

The Graduate School was established in 2010 as SU's contribution to the Partnership for Africa's Next Generation of Academics (PANGeA), a collaborative network of leading African universities (Botswana, Dar es Salaam, Makerere, Malawi, Nairobi, Stellenbosch, Ghana and Yaoundé I).

The Graduate School coordinates a partly structured, full-time, three-year doctoral scholarship programme in the Faculty, but also helps create an interactive learning environment, focuses on faculty-wide research themes, provides broad-based research and scholarly support, and enhances academic collaboration and mobility by partnering with leading African universities.

The Graduate School's candidates have come from **18 sub-Saharan countries**, including South Africa. They have studied eight research themes involving 18 academic departments. The average cohort size has been 22, and the average number of graduates 19. More than three quarters (**76,5%**) of the Graduate School's successful candidates **completed their studies in three years or less**.

3.8.2 Graduate School of Economic and Management Sciences

The Graduate School of Economic and Management Sciences (**GEM**) is celebrating its fifth anniversary this year. Offering a full-time residential doctoral programme, the school was established as part of the Faculty of Economic and Management Sciences' research strategy. In 2014, GEM's first full-time PhD students started work on their three-year research projects. The initiative was further expanded in 2015 with the establishment of the Graduate School for Staff in Economic and Management Sciences (**STEM**).

GEM offers financial aid coupled with a partially structured support programme, and helps students with the substance of their studies in order to obtain **a PhD over three years**. STEM provides a similar support programme, affording Faculty **staff** an opportunity to work part-time on their PhDs over **four to five years**.

GEM has recently welcomed a new intake of students, and now has **30 full-time students** from **14 countries**, while **22 staff members** are registered for STEM. Although most of the full-time students are from elsewhere in Africa, the school has hosted students from China, Austria, the Netherlands, the United Kingdom (UK) and Germany.

3.8.3 African Doctoral Academy (ADA)

The annual ADA summer school was presented from 4 to 19 January. The **227 delegates** could choose from 16 workshops to attend, each a week long. Of the 2018 ADA delegation, 66% were South African, 32% were from the rest of the continent, and 2% from the rest of the world. Black African participants constituted 68% of the delegation, and females 54%. The 16 workshops covered topics ranging from preparing for a PhD and creating a successful dissertation and research design (quantitative and qualitative), to writing and publishing an article during the final phases of the PhD, as well as effective scientific communication.

3.9 Young academic stars

One way in which SU develops a new generation of academics is through a structured support programme for **early-career researchers**. Various components of this programme have been implemented over the past seven years. These are further strengthened with funding from the DHET's research development grant.

The **mentorship** programme for early-career researchers, which has thus far matched 145 young researchers with experienced research mentors, also continued in the reporting period. This programme equips mentees to develop into established researchers, inter alia by supporting them through their PhD studies and the process of obtaining an official rating from the National Research Foundation (NRF).

Postdoctoral fellows remain a crucial component of our researcher cohort and have a significant impact on SU's research outputs. The number of postdocs registered at Stellenbosch University has increased by 40% since 2015. The first institutional policy for the postdoctoral programme took effect in January 2017. And in November 2017, a highly successful postdoctoral research day was held, which showcased postdoctoral fellows' research accomplishments.

Due to the success of the **Consolidoc** programme, **22 fellowships were awarded in 2017**, namely:

- 12 in the A environment (Arts and Social Sciences, Economic and Management Sciences, Theology, Education);
- 8 in the B environment (Science, Engineering, AgriSciences); and
- 2 in the C environment (Medicine and Health Sciences).

The Consolidoc fellowships awarded last year resulted in 38 articles. Five of these Consolidoc recipients went on to secure postdoctoral fellowships, which they ascribed to the opportunity they had been given by Consolidoc to strengthen their CVs and formulate new research projects.

In the early-career programme **Thuthuka**, 41 young researchers received awards totalling R2,5 million in 2017.

3.10 Promoting research output

According to the DHET's official report regarding 2016 publications (assessed in 2017), the weighted research output per full-time SU staff member (both publications and postgraduate students) was 3,11. SU's publication output per capita was 1,58. This made SU the **most productive** institution nationwide in terms of weighted research output per capita.

The issue of **predatory publishing** and its consequences for the quality and integrity of research publications poses a challenge to all higher education institutions. At SU, we strive to act proactively by raising awareness of this phenomenon and putting measures in place to discourage it. In 2017, several information sessions were held for SU researchers to raise awareness of the risks involved.

3.11 Making innovation matter at SU

The SU research output has yet again delivered a considerable number of new innovations, as can be seen from the comparative graph for patent applications in South Africa for the period 2009–2017 in *Figure 2* below. This is despite reduced patent applications at the University.

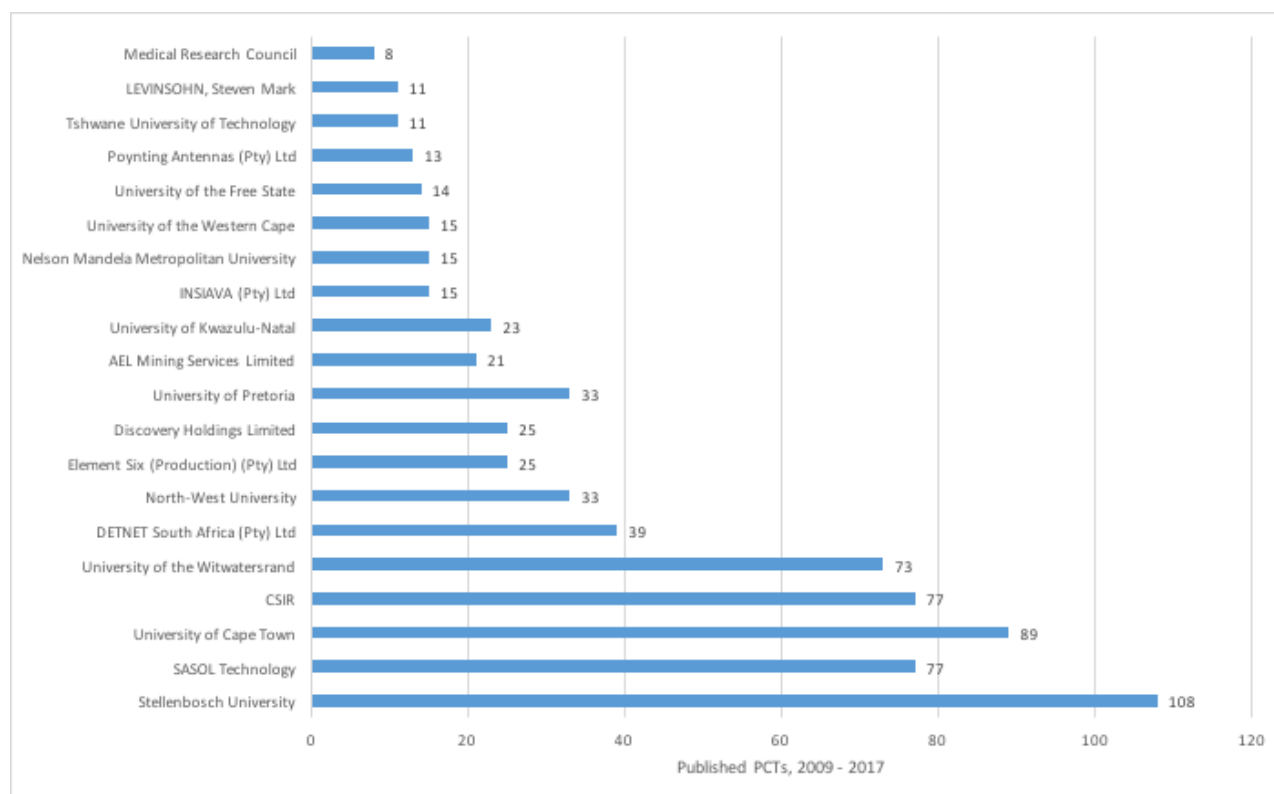


Figure 2: Patent applications in South Africa, 2009–2017 (Source: WIPO website)

Innovus recently performed a benchmark study against universities in the United States (USA), working with the gold-standard Association of University Technology Managers (AUTM). The results show that our researchers perform far more effectively and efficiently than their USA counterparts.

To ensure optimal comparability, the annual AUTM survey data were normalised after SU had taken great care that the correct definitions were used for the benchmarking. Innovus outperforms normalised AUTM data on two key metrics, namely licences and options issued, and spinout companies formed, both of which depend on the number of disclosures received.

Figure 3 below shows the comparison between SU and the normalised AUTM data for SU's research expenditure over the period 2011–2015. At SU, this resulted in 217 disclosures (against 128 at an average American university), which yielded 114 (US: 77) new patent applications, which in turn resulted in 65 (US: 36) licences and options issued and the formation of ten (US: less than five) new spinout companies. Figure 4 below shows the same data, but for 2016.

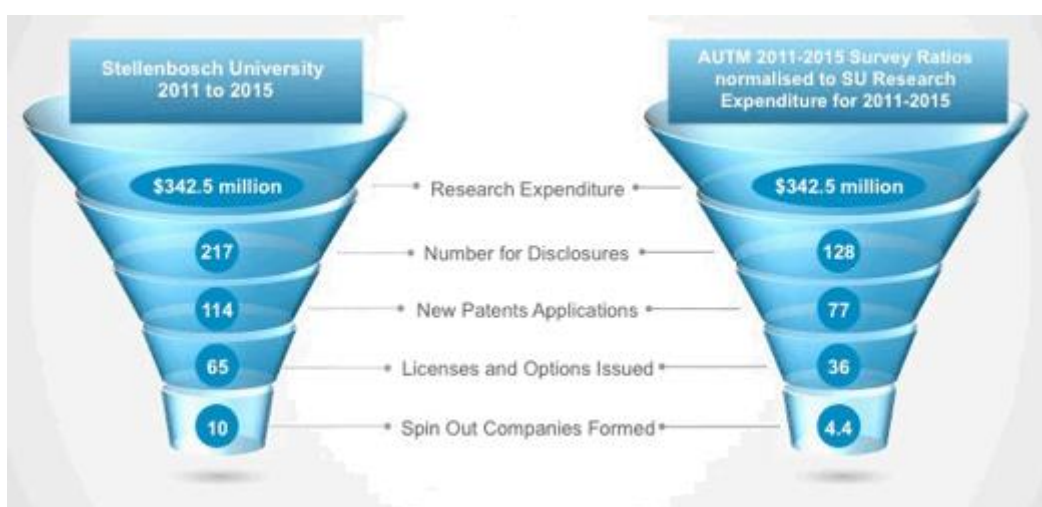


Figure 3: Comparison between SU and normalised AUTM data for research expenditure 2011–2015

For both the 2011–2015 period and 2016, **Innovus** produced **more than double** the number of **licences and options** as well as **spinout companies** per research dollar expenditure compared to the universities participating in the AUTM survey.



Figure 4: Comparison between SU and normalised AUTM data for research expenditure in 2016

3.12 Cloud computing

SU participates in the Western Cape Tier-2 Data Node consortium, which was established in 2017 and recently renamed “ILIFU” (the isiXhosa word for “cloud”). The ILIFU project consists of three subprojects, namely to establish cloud technologies for data-intensive research, to deploy best practices for research data management (RDM) and to advance infrastructure support for bioinformatics and astronomy research.

ILIFU members comprise the Western Cape higher education institutions, the Sol Plaatje University and the South African Astronomical Observatory (more specifically, the Square Kilometre Array radio telescope). The ILIFU project is funded from a Department of Science and Technology infrastructure grant, which is administered through the Council for Scientific and Industrial Research’s Data-Intensive Research Initiative of South Africa (DIRISA).

SU is participating in all three subprojects. The **SU Information Technology Division (IT)** is participating in the procurement of hardware infrastructure for the project, while our **Library and Information Service** is contributing to the RDM project component. The latter aims to create data guidelines for good research data management, work-integrated learning programmes for data science, policy considerations for open science, and best practices for data-sharing and citation.

3.13 Computer network being upgraded

IT is upgrading the network feed to SU’s student residences **from 1 Gb to 10 Gb**. This includes the replacement of main switches at each residence, as well as the replacement of interface connectors at the IT and other relevant buildings.

3.14 Maties Sport

Chief director honoured: After three years at the helm of Maties Sport, Chief Director Ms Ilhaam Groenewald – the first woman to serve on the executive council of the South African Rugby Union – was honoured by the University of the Western Cape with a Chancellor’s Outstanding Alumni award in November. She was acknowledged for her significant contribution to higher education and nation-building in South Africa through sport.

Graduation: More than 65 student athletes graduated in December, proving that it is possible to study successfully while competing in high-level sport. The graduates included World Student Games participant Emma Chelius, Paralympic and world champion Charl du Toit, Paralympic swimmer Hendri Herbst, SA women’s hockey player Tarryn Glasby, Maties netball captain Megan Gossman and Maties 2018 Varsity Cup captain Neil (Chippie) Oelofse.

High-performance squads: There was very little rest for our high-performance student athletes over the reporting period. The rugby and cricket squads started their training in December to prepare for competitions kicking off in January. And the hockey and athletics squads, including the newcomers, gathered in January to start their training.

Varsity Cup: Maties are top of the log after victories against the University of Johannesburg, Shimlas, UP-Tuks, CUT and UCT Ikeys, and a draw against Wits. The intervarsity match against UCT at the Danie Craven Stadium on 5 March formed part of SU’s Homecoming festivities and Centenary commemoration. UCT also achieved formal university status in 1918. A large number of alumni, including former Springboks, attended the game.

Varsity Cricket: Maties Cricket finished fourth in the Varsity Cricket competition hosted in Potchefstroom from 29 January to 3 February. The team qualified for the semi-finals, but unfortunately lost against NWU-Pukke. UP-Tuks claimed the title.

Football: Lelethu Skelem, a non-student member of the Maties Football team competing in the SAB league, was invited to attend the South African Football Association (SAFA) national U-20 training camp at the end of last year.

Surfing: The USSA surfing competition also took place at the beginning of December. Maties Shaun Joubert and Sam Sutton respectively claimed the men's and women's USSA titles, while in the team rankings, the men and women both took second place.

Swimming: Twelve members of the team selected to represent South Africa at the Commonwealth Games in Australia in April were in action at the annual Grand Prix swimming event at Coetzenburg from 16 to 18 February. These swimmers included Cameron van der Burgh, Luan Grobbelaar, Michael Houlie, Erin Gallagher and Kate Beavon, as well as Maties Swimming's Emma Chelius and Christian Sadie. It was an excellent opportunity to showcase our facilities, and for our Maties swimmers to compete against some of the best in the country.

Rowing: After six months of hard work and preparation, sisters Cana and Jordan Peek, both members of the Maties Canoe Club, were crowned winners of the Dusi Canoe Marathon's women's category in February. They covered the distance of roughly 120 km between Pietermaritzburg and Durban in a combined time of 9 hours 45 minutes 23 seconds, eight minutes ahead of the team in second place. Cana is studying towards a Sport Science degree at SU, while Jordan is an SU alumna, having graduated with a BA honours degree in Geography and Environmental Studies last year.

4. Enhancing social impact

Having a greater social impact is one of SU's core strategic objectives. We understand social impact to be systemic, as it is embedded in all SU environments. Consistent and intentional focus on the generic and specific social impact of both learning and teaching as well as research and innovation enhances the overall transformative social impact of and through the University. This vision is guided by the SU Social Impact Strategic Plan (SISP).

In 2017, significant progress was made in putting structures in place to fully implement the SISP. Two of the most important steps mandated by the plan are the establishment of a **Social Impact Committee of Senate (SIC[S])** and a **Social Impact Knowledge Platform (SIKP)**.

The **SIC(S)** met for the first time in 2017 and will consolidate its work in 2018. Some of the priorities include the implementation of the SISP, the development of criteria for allocating limited social impact funding to faculties, and the quest to advance the financial sustainability of social impact at SU. The National Development Plan and the United Nations' Sustainable Development Goals constitute the framework for evaluating and implementing social impact initiatives.

The **Social Impact Knowledge Platform (SIKP)** now has 85 registered social impact initiatives in the areas of research, teaching and learning, and volunteerism. The platform – the first of its kind in the South African higher education context – was officially launched at the social impact symposium on 20 September 2017. It allows internal and external partners to collaborate, thus bringing about sustainable change in the context of our town, country and continent. Visit <https://www.sun.ac.za/si>

Another priority is to **develop a strategic management indicator (SMI) for social impact**. A task team will be established to guide the process. An SMI will greatly assist with the evaluation of funding requests, the assessment of project impact, as well as the acknowledgement of SU staff and students involved in or driving social impact initiatives. The nature of social impact requires that both quantitative and qualitative aspects be taken into consideration in developing the SMI.

A **social impact community morning** took place in January 2018. More than 3 000 students representing all SU residences and Private Student Organisation (PSO) wards took part in activities linked to existing social impact initiatives and projects in, among others, schools, NGOs, day care centres and faith-based communities in and around Stellenbosch and the communities around Tygerberg campus. The aim was to introduce newcomers to specific social impact initiatives, and to build on the existing and growing culture of student volunteerism at SU.

Forming new **partnerships** and maintaining existing ones are two important facets of the implementation of the SISP. In this regard, relations with the Cape Higher Education Consortium

(CHEC) in the standing committees of CHEC-Western Cape Government and CHEC-City of Cape Town were strengthened in 2017.

The Division for Social Impact continues to broker collaboration between municipalities and SU environments. SU currently has **memoranda of understanding** (MoUs) with five municipalities, namely Saldanha Bay, Hessequa, Drakenstein, Eden and Cape Winelands, while a sixth MoU, with Breede Valley, is in process. The agreement with Eden District Municipality, for example, which was signed in December 2017, focuses on joint activities and research around water and forestry in the Eden municipal jurisdiction. SU is also in talks with Oudtshoorn Municipality to sign an MoU in the near future that will focus on joint arts and culture as well as education and training initiatives.

4.1 SU Museum

The SU Museum plays an important part in **broadening access** to the University and is increasingly becoming a safe space for dialogue and inclusive citizenship. The 2018 programme of the museum will be largely informed by the SU Centenary commemorations. In this regard, the museum will host a Mandela/SU colloquium in collaboration with the Mandela Museum, as well as special exhibitions celebrating the heritage of the University and the town. Regular museum talks and presentations (including movie screenings) will continue in 2018 and will link up with SU Centenary events.

4.2 SU Woordfees

This year's SU Woordfees was the 19th edition and was in fact still in full swing at the time of writing this report. Detailed feedback will therefore only be contained in the next report.

Meanwhile, however, I can report on a Woordfees show at the end of February – the very first production staged in the newly refurbished HB Thom theatre, one of the outcomes of the Campus Renewal Project.

The show, which was presented in commemoration of our Centenary, was the interactive theatre production **100% Stellenbosch**. This collaboration with the Berlin theatre company Rimini Protokoll was based on similar previous projects staged in 34 cities across the globe, including Berlin, São Paulo, London and Melbourne.

A hundred participants were selected, who represented 1% of the Stellenbosch population and demographics. For the show, the participants gathered on a circular stage. They were asked about a range of issues, and their responses offered valuable insights into Stellenbosch in all its diversity.

4.3 Campus Health Services

Physiotherapists of Campus Health Services (CHS) are excelling as a unit. Last year, they got the opportunity to engage in clinical teaching, research and other academic activities through the Physiotherapy Department at the Faculty of Medicine and Health Sciences (FMHS). They also assisted six Maties Sport high-performance teams participating in various Varsity Sport, Varsity Cup and University Sports South Africa (USSA) competitions, as well as the Maties Parasport team in the national championships. This year, they have extended their clinical hours until 17:00 on weekdays to afford more staff members and students the opportunity to access physiotherapy.

A campaign on preventative measures for staff to ensure better **ergonomics in the workplace** is in the pipeline, and CHS physiotherapists have already attended a suitable workshop to this end. Lessons will also be drawn from the successful awareness and treatment campaign that CHS ran during National Back Week in September.

In terms of staff and student **health and wellness**, the CHS occupational health team delivered presentations to 65 FMHS line managers as well as Vehicle Services staff on Stellenbosch campus. Maties Gymnasium staff members, in turn, received training on first aid for epilepsy.

On Tygerberg campus, uptake of the **tuberculosis prevention** programme for clinical students is continuing apace. So far, 320 medical students, 58 in occupational therapy, 45 in physiotherapy and 32 dieticians have been fitted with masks at the CHS clinic.

Information regarding the spike in **malaria** cases as well as the **listeriosis** outbreaks was distributed to staff and students via social media. CHS implemented clinical protocols that are aligned with national protocols, and all relevant staff received training in the management of suspected cases.

A combined effort with MFM and CANSA resulted in 99 breast examinations among both female and male students and staff members during **Breast Cancer Month**, October.

Informative **mental health** talks for students were conducted in collaboration with the Centre for Student Counselling and Development (CSCD). CHS staff also presented a talk to Facilities Management staff regarding mental fitness.

4.4 Maties Sport

Sharing knowledge and expertise: Maties Sport will join Stellenbosch 360 and other municipal partners in presenting a sport tourism indaba in August. Maties Sport will contribute information and ideas about the role of sport events and training camps in developing sport tourism.

Anthem kids: Learners from local schools once again have the opportunity to serve as ‘anthem kids’ at the local Varsity Cup matches. They are invited to the game and have the opportunity to stand on the field next to the players as the anthem is sung.

5. Expanding internationalisation

Expanding internationalisation is one of seven institutional strategies outlined in our *IP 2018–2023*, which clarifies that SU seeks to use internationalisation to equip its graduates and academics to prosper as citizens of a potentially more volatile and a fast-paced technologically advancing world. We want to empower them to make **internationally significant contributions** that have a positive impact on society worldwide.

5.1 Institutional Advisory Committee on Internationalisation

The first meeting of the new Institutional Advisory Committee on Internationalisation – consisting of representatives of faculties, PASS environments and students – took place on 19 October 2017. The committee will advise SU International on matters relating to internationalisation, including the development of a **strategy for internationalisation at SU** in 2018.

5.2 Association of African Universities (AAU)

In line with the objective of enhancing SU’s footprint on the rest of the continent, SU on 24 November celebrated Africa University Day in collaboration with the Association of African Universities (AAU). The keynote address, “The problem with decolonisation”, was delivered by Prof Jonathan Jansen. As part of the programme, the Africa Centre for Scholarship (ACS), which houses the African Doctoral Academy, was introduced by Prof Sarah Howie, the ACS director.

5.3 African Research Universities Alliance (ARUA)

Following the ARUA deputy vice-chancellors’ meeting of 11 September 2017, SU was nominated to host the secretariat of the energy centre of excellence within the ARUA initiative. The discussed recommendations were sent for external evaluation. On 30 January 2018, Profs Johann Gorgens and Samson Mamphweli from SU made final presentations to the ARUA board in Johannesburg. It has subsequently been confirmed that **SU will house the ARUA Centre of Excellence for Energy**. To move towards the development of a proposal for funding, a workshop with the ARUA energy partners is planned for later this semester, with the support of SU International’s Centre for Collaboration in Africa.

5.4 Visitors, meetings and conferences/workshops hosted by SU International (SUI)

The institutions and delegates received are arranged chronologically to provide a comprehensive overview:

31 Oct	Zhejiang University of Science and Technology (ZUST), China
1 Nov	Zhejiang University of Media and Communications (ZUMC), China
8 Nov	Russian Federal Communications Agency, Moscow Technical University of Communications and Informatics, Russia
9 Nov	Delegation from Songo Higher Education Polytechnic Institute in Mozambique, exploring collaboration with SU's Faculty of Engineering
13 Nov	Marko Schubert, Study Abroad advisor from the Study Abroad office at Central Michigan University, USA, regarding student mobility programmes
14 Nov	Ute Lamb, Programme Manager: Study Abroad (AIFS Educational Travel), from Bonn, Germany
18 Nov	Yunnan University, Kunming, China
21 Nov	INPART delegation, University of Oslo, Norway
26 Nov	Hunan Normal University, Changsha, China
4 Dec	Prof Lalit Goel, Director: Office of Global Education and Mobility (OGEM), and Mr Iswandi Bin Jaapar, Senior Executive: OGEM, from Nanyang Technological University, Singapore
6–8 Dec	Prof Richard Dashwood, Deputy Vice-Chancellor: Research from Coventry University, UK
19–26 Jan	Director Dr Svend Poller and Ms Lina Hörügel from Leipzig University international office
22 Jan	Prof Uwe Schulz, Head: International Relations from Lucerne University of Applied Sciences and Arts, Switzerland, and Ms Jacqueline Friendenthal, Counsellor: Science and Technology from the Embassy of Switzerland

5.4.1 SUI visits and local internationalisation advancement

The organisations, countries and SUI delegates involved in the expansion of internationalisation locally and globally are listed below:

24–27 Oct	Annual WaterNet/WARFSA/GWP-SA symposium in Swakopmund, Namibia, representing the AU/NEPAD Southern African Network of Water Centres of Excellence (SANWATCE) (Nico Elema and Joanna Fatch)
28 Oct	AU/NEPAD SANWATCE annual steering committee meeting in Swakopmund, Namibia, with delegates from 11 partner universities in the Southern African Development Community (SADC) region (Nico Elema, Joanna Fatch and Yolanda Johnson)
8–9 Nov	Visit to Göttingen University (Robert Kotzé)
13–18 Nov	AceWater 2 partner meeting in Nairobi, Kenya, with delegates from 20 universities, hosted by the European Commission to discuss activities and implementation of the programme (Nico Elema and Joanna Fatch)
19–30 Nov	SU/KU Leuven Think Tank, with 18 SU students and three staff visiting KU Leuven for the final workshop week and final presentation on art and science (Prof Johan Fourie, Dr Leslie van Rooi, Werner de Wit)

- 21 Nov South African embassy in Brussels, which joined SU in hosting an SU alumni event during the Think Tank workshop week
- 22–24 Nov Global Research Council (GRC) Africa regional meeting and academic symposium (Nico Elema)
- 28–30 Nov Annual board meeting of the PAFROID programme for mobility in the African, Caribbean and Pacific region, Mauritius (Norma Derby)
- 4–5 Dec Monitoring visit to the University of Dar es Salaam, Tanzania, as part of the TRECCA intra-Africa mobility programme (Norma Derby)
- 1–3 Dec Rector’s visit to Leipzig University, Germany, as one of three rectors invited by the Leipzig rector to attend the opening of the Paulinum (Robert Kotzé)
- 4–6 Dec Kick-off meeting of the YEBO! Erasmus+ consortium for the internationalisation of PhD studies in South Africa (Robert Kotzé and Dorothy Stevens)
- 8–14 Dec Confucius Institute (CI) global conference, Xian, China, as well as Xiamen University CI’s joint meeting (Robert Kotzé)
- 11, 12 Dec Presentation at the QS Summer School Summit in Johannesburg (Werner de Wit)
- 25 Jan–
- 5 Feb Accompanied a group of five students to Mumbai, India, as part of the Global Citizenship short course run in collaboration with Stuttgart University, Germany, and St. Xaviers College, India. The programme started with a virtual course component in October 2017 and concluded with cultural excursions, academic lectures and group presentations by the students in Mumbai (Alecia Erasmus)

5.4.2 Student mobility

The semester exchanges will be reported on during the next cycle, but inbound and outbound student mobility is briefly presented below:

Inbound student mobility

- 29 Dec–
- 7 Jan Virginia Tech short programme: 15 students and three staff from Virginia Tech, US. The programme focuses on food security in the context of integrating wildlife with food production strategies, crop production, game farming and conservation.
- 21 Jan–
- 25 Mar North Western University, USA: 16 students and two staff attending a short programme in global healthcare technologies. Designed for engineering students, the programme offers hands-on experience in developing medical devices to improve health outcomes in resource-poor environments, particularly in townships around Cape Town.

Outbound student mobility

- 6–30 Jan Tübingen-South Africa programme: 6 SU students. This is a cultural and language exchange programme aiming to expose South African students to the German culture and language. A total of 19 students from Tübingen’s partner universities in South Africa attended. (Coordinated by Bantubonke Louw, SUI)

5.4.3 New and renewed agreements

Numerous agreements were concluded in the reporting period, including Erasmus+ applications, institutional agreements and faculty-level agreements. These are briefly listed below:

Erasmus+ applications submitted

- 2 applications for joint master's programmes
- 4 capacity-building projects
- 30 bilateral mobility agreements in 15 EU partner countries

Institutional agreement: University of Florida, US

Faculty-level agreement: Jönköping University, Sweden (Engineering)

5.5 Maties Sport

Para-swimming: Two Maties students – Alani Ferreira and Christian Sadie – represented South Africa at the World Para-Swimming Championships in November 2017. Christian won two silver medals, one in the S7 50 m freestyle (in a personal best time) and one in the SM7 200 m individual medley. He finished fourth in the men's S7 100 m breaststroke, setting a new African record.

Commonwealth Games: The South African team for the Gold Coast Commonwealth Games in Australia from 4 to 15 April 2018 was announced on 30 January. Maties Swimming's Emma Chelius and Christian Sadie, Maties Parasport's Charl du Toit, Dyan Buis and Reinhardt Hamman, and Maties Hockey's Keenan Horne and Daniel Bell have all been selected. A number of former Maties – such as cyclist Mariske Strauss and hockey player Nicole la Fleur – also form part of the team.

Netball: Maties Netball goal shooter Charmaine Baard recently signed a contract with Surrey Storm in England to play in their netball super league. Charmaine, who represented South Africa in the Fast 5 netball tournament in Australia in October last year, was set to receive her BEd degree in March. As a registered honours student, she will be eligible to play in the Varsity Netball competition this year.

International partnership: The Centre for Human Performance Sciences (CHPS) and the University of Limerick, Ireland, are initiating a partnership in golf research as part of Limerick's Erasmus Mundus programme. The aim of the research project is to investigate the effects of technology-assisted practice on golf performance.

Hosting of an international event: Stellenbosch is one of two new venues on the Union Cycliste Internationale (UCI) World Cup calendar, and Coetzenburg was selected to play host to the season opener for cross-country cyclists in March. As a precursor to this event, the South African mountain-biking championships were held at Coetzenburg on 3 February. Maties Sport aims to establish SU as a preferred destination for major events, and the chief director liaises with key organisations on an ongoing basis to achieve this objective.

6. Advancing systemic transformation

Systemic transformation is one of seven institutional strategies outlined in our *IP 2018–2023*. All dimensions of university life are involved in the transformation and renewal process, and at the same time contribute to the transformation of society.

6.1 Transformation Office

The work of the Transformation Office focuses on the implementation of the SU **Transformation Plan (TP)**. SU continues to align existing practices and policies with its TP. In this regard, a **visual redress** task team was convened, and new recommendations for the procedures that guide the naming of buildings and venues were implemented. The task team will also formulate provisions to advance visual redress and the renewal of public spaces, symbols, buildings and facilities at SU. The work of this task team kicked off in February and is expected to culminate in the drafting and implementation of a visual redress policy for SU.

The [strategic engagement calendar](#) kicked off in February. It advances public engagement at SU by linking national days with the University's strategic priorities. In 2018, the focus will be on the SU Centenary, and events will be hosted to tie in with Human Rights Day, Youth Day and Women's Day, to name but a few.

Transformational competency workshops formed an integral part of the student and staff development programmes of the Transformation Office in the reporting period. Themes included protest and conflict, modern racism, decolonisation, rape culture, and universal design for disabilities. Linked to the competency workshops, the Transformation Office collaborated with the Centre for Student Communities in hosting more than 100 workshops for over 3 000 students as part of the annual ResEd programme during welcoming.

In addition to the workshops, a transformation glossary ([staff version](#) and [student version](#)) and an [interfaith guideline document](#) were developed in 2017 and will be introduced and shared in 2018.

6.2 First SU Transformation Indaba

More than 100 staff members and students attended the first Transformation Indaba hosted by SU's Transformation Office on 29 November 2017. The event brought together **stakeholders and transformation committees** of the University to share their experiences and practices, consider opportunities that may advance SU's Transformation Plan, and make recommendations to the Institutional Transformation Committee.

The one-day workshop consisted of themed presentations by various institutional experts and discussion. These included reflections on the status of transformation in higher education, leadership lessons, decolonisation of the curriculum, visual redress, universal access for persons with disabilities, addressing rape culture, and building an enabling institutional climate and culture. Council member Prof André Keet was one of the speakers.

6.3 Maties Sport

Maties Sport welcomed three new colleagues from designated groups. SA cricketer Ashlyn Kilowan joined as the coach of the Maties Cricket women's team. Ashlyn has made one test and 32 one-day international appearances for South Africa since 2003. At Maties Hockey, Ashlin Freddy was appointed as full-time head coach of the Maties men's team. And for the women's side, Satchi Reddy took over in a full-time position.

7. Enhancing systemic sustainability

Improving SU's systemic sustainability is a focus area of the University listed in the *IIS 2013–2018*. In the *IP 2018–2023*, sustainability is defined as a systemic concept relating to the continuity of economic, social, institutional and environmental aspects of human society. We also recognise that the critical activities of a higher education institution must at least be ecologically sound, socially just and economically viable, and should continue to be so for future generations.

7.1 SU Centenary project

Please see my references to the SU Centenary in the introduction to this report, including our **restitution statement**. In addition, I wish to mention that existing events on our calendar are being given a Centenary flavour, with only a few additions.

A number of Centenary activities took place in the run-up to Alumni Relations' Homecoming Weekend and the SU Woordfees in early March. On 1 March, SU's **Centenary exhibition** in the University Archives in the Wilcocks building on our Stellenbosch campus was officially opened. The exhibition showcases the people, buildings, events and growth in education in Stellenbosch that eventually resulted in the University as we know it today. The images used for the wall collages not only cover the period since 1918, but also the University's prior history.

This occasion also saw the launch of SU's **Centenary book**. The 536-pager consists of two sections. In section 1, edited by Prof Albert Grundlingh, seven authors offer perspectives on SU's history. The information is presented by theme instead of chronologically, addressing subjects such as SU's establishment, politics, language, finance, student life, sport and academics. Section 2 covers the history of the University's ten faculties, each with its own author and multiple co-authors. The editor is Mr Hans Oosthuizen. The book is currently available in Afrikaans. The English version is in production and should be available by 16 April.

A **Centenary march** through town took place on Saturday morning 3 March. It started at the Old Lückhoff School in Banghoek Road, specifically to acknowledge the residents of Die Vlakte who fell victim to forced removals during apartheid. Students from the Military Academy of the South African National Defence Force and our Faculty of Military Science marched along to Coetzenburg, where a **Centenary family day** was hosted, followed by a **Centenary concert** until late that night.

Finally, I would like to refer Council members to our **Centenary website**, www.sun.ac.za/100 – not only for updates on news and events, but also compelling contributions under “[Matie Voices](#)”. From world-renowned researchers to captains of industry, SU boasts a multicultural community of students, staff, alumni and other stakeholders. This section features some of their stories.

7.2 SU Institutional Plan 2018–2023 (IP)

Since 2014, the DHET has required public universities to submit an Institutional Plan (IP) by 15 December each year. Council approved SU's IP for the period 2018–2023 at its meeting of 27 November 2017, and it was submitted to the DHET on 14 December. The IP is an integral part of SU's annual planning and serves as a guiding document to achieve the institution's strategic objectives. It lends momentum to SU's quest to achieve its goals in a sustainable manner. The plan is aimed at meaningfully integrating and effectively coordinating SU's Institutional Intent and Strategy priorities and goals to utilise the University's resources (human, finance, facilities and equipment) in a responsible and balanced way.

7.3 Water crisis

A [water crisis page](#) has been set up on the SU website with detailed information and updates for general consumption.

SU Property Services (within our Facilities Management Division) has responded to the water crisis in the Western Cape by initiating a drought response contingency committee and a workgroup. A number of projects have also been introduced to combat the drought and the risk of total water supply loss.

We are working closely with Stellenbosch Municipality, and our drought response plan has been incorporated into the municipality's plan. We have installed water-saving devices (taps, showerheads, etc.), drilled boreholes, ordered filtration plants and designed greywater systems that integrate with the municipal plans. A number of the borehole projects have been initiated and greywater systems will be implemented shortly with the aim of reducing our potable-water consumption by 50% compared to 2015. We do not expect our **core functions in Stellenbosch** to be disrupted if these measures are executed.

The engineers are also working on interventions to ensure an uninterrupted supply of potable water to our **Tygerberg** and **Bellville Park** campuses. Again, these include the installation of water-saving devices and greywater systems, as well as the installation of boreholes and filtration plants. Four boreholes have already been drilled at Tygerberg, and a fifth was planned at the time of compiling this report. Yield from the boreholes is low, but will help mitigate risk.

SU has applied to the City of Cape Town to continue supply to Tygerberg campus should Day Zero arrive. Our interventions and water augmentation plans still show that there will be a water

shortage at Tygerberg if City supply should be terminated. If the City does not grant our request, water supply will have to be sought from elsewhere, which will be very costly.

Application is being made to the **contingency fund** with respect to all the **emergency initiatives** that need to be in place by **April 2018**.

7.4 Viable-sourcing process and Facilities Management contracts

After the 2015 labour unrests, SU decided that the interests of external service providers' staff and of the University would be best served by a process of viable sourcing instead of undifferentiated insourcing. It was decided that viable sourcing would commence upon the expiry of essential-services contracts (such as cleaning, catering, gardening/landscaping and security) to support decision-making on whether to appoint a preferred external service provider or insource the respective services.

In 2017, Facilities Management commenced with viable sourcing for a number of contracts. As agreed, in all instances, internal costing for SU was calculated and communicated on the date that the request for proposals closed. Costs and other operational factors were considered to determine whether or not to insource services. Committee members also visited the sites of all shortlisted companies to assess their human-dignity compliance.

The following recommendations were subsequently **approved** by the Rectorate:

Contract	Outcome	Commencement
Cleaning: Worcester	New service provider: Feedem Group (Crystal Solutions)	1 March 2018
Sports grounds maintenance: Stellenbosch	Reappointment of previous service provider: Servest	1 March 2018
Security services: Stellenbosch, Tygerberg and Bellville Park, plus Neelsie student centre	New service provider: Pro Events	1 April 2018
Integrated waste management: Stellenbosch, Tygerberg and Bellville Park	Reappointment of previous service provider: Wasteplan	1 March 2018
Landscape and horticultural maintenance: Stellenbosch, Tygerberg, Bellville Park and Worcester	New service provider: Servest	1 March 2018 for Stellenbosch, and 1 May for all other campuses
Heating, ventilation and air conditioning (HVAC) maintenance: Stellenbosch	Process to be repeated	N/A
Building fabric and plumbing maintenance: Stellenbosch	Request for proposals inconclusive; process to be repeated	N/A
Maintenance: Tygerberg, Bellville Park and Worcester	Reappointment of previous service provider: Tsebo	1 March 2018

Table 5: Viable sourcing recommendations approved by the Rectorate

Even though all service providers indicated that section 197 (addressing the treatment of employees when one business or part thereof is transferred to another as a going concern) was not applicable, contract negotiations are proceeding well. The landscaping and security contracts have proved somewhat more complicated, requiring more extensive negotiations, hence the commencement dates had to be extended from the initial 1 March 2018.

7.5 Technology and Information Governance

The terms 'information technology' (IT) and 'information and communications technology' (ICT) can be, and often are, used interchangeably. In reality, however, there are strong links between the

management and governance of data, information, software and technology, as well as sub-disciplines such as information and cyber security, records management, privacy and research data management.

The term ‘technology and information’ (T&I) is a new concept used to recognise the indivisible yet distinct nature of ‘information’ and ‘IT’. Another reason for its introduction is that, in the University’s vernacular, the term ‘IT’ has become synonymous with the division responsible for IT instead of a discipline or function.

The importance of information governance and its close relation with technology is clearly articulated in principles 5 and 12 of the King IV report:

- Principle 5: “The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation’s performance, and its short, medium and long-term prospects.”
- Principle 12: “The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.”

For the University to benefit from its information and to deal with T&I advances, the Rectorate decided at its meeting of 29 August 2017 to establish a **Division for Information Governance (IG)**, for full implementation by 1 January 2018. This was done by **renaming the Division for Institutional Research and Planning (IRP)** to IG, and extending its mandate.

The IRP components that focus on planning and data have now shifted from the responsibility centre for Learning and Teaching to the **responsibility centre for Strategy and Internationalisation**, inter alia to regularly provide relevant, up-to-date information in dashboard format. The component that focuses on academic programme planning and quality assurance remains part of Learning and Teaching, but will be repositioned in the Division for Learning and Teaching Enhancement.

A task team on information governance submitted its final report to the Rectorate on 28 November. Among its recommendations, the task team proposed that the mandate of Council’s Audit and Risk Committee be reviewed to explicitly consider T&I governance. Also proposed was the establishment of a T&I committee under the Rectorate, inter alia to ensure:

- institution-wide integrated strategies and coordinated planning for T&I;
- T&I strategic investment prioritisation and sustainable resourcing;
- a sustainable, institutional funding model for T&I infrastructure and services;
- effective management of T&I governance, risks and compliance initiatives; and
- the creation of institutional policies, management principles, regulations and guidelines, with adequate stakeholder engagement.

The Rectorate accepted the task team’s recommendations, and the T&I committee as well as the IG and IT divisions will now take the process forward.

7.6 Risk management

Since the previous report, the institutional risk management function, and specifically the progress made with maturing it, was presented to the Audit and Risk Committee (ARC) for review. At the end of 2017, the Rectorate and risk classification owners attended a comprehensive annual review meeting with internal and external members of the ARC, which recognised the progress made to date and set new objectives. These objectives, which have now been incorporated into the risk management programme for 2018, include **strategic risk identification** and risk appetite setting.

7.7 Campus security

The general **crime trends** on all our campuses were **stable and decreased marginally** during the past term compared to the corresponding period in 2016/17. While in 2016, security staff had their hands

full with lengthy protests towards the end of the year, the latest improved crime trends could in part be due to staff being able to devote more time to fighting crime instead of controlling crowds. A further contributor is additional expansions to security staff capacity. The SU community will notice more uniformed officers on duty at night now that **another 20 guards** have been contracted on **Stellenbosch** campus and another **five** at **Tygerberg**. These additional security measures are funded by the housing budget for deployment around **SU residences**.

Campus Security also deployed additional staff for the first term of 2018 to **secure institutional water resources**.

A spike of assaults and robberies in the **Stellenbosch mountain** occurred towards the end of 2017. A police, security and municipality task team staged raids in the area, and incidents have reduced.

Minor yet frustrating incidents, such as theft from vehicles, break-ins at private residences during holidays and theft of copper pipes, still occur on a regular basis.

7.8 University Capacity Development Grant (UCDG)

SU submitted its final project plan for the University Capacity Development Grant (UCDG) on 30 November. The plan will now be rolled out, having been approved by the DHET in January. The plan is divided into three broad areas: student success, the professional development of staff, and programme renewal.

In terms of **student success**, the plan focuses on investing in systems and resources that address structural challenges to success and that can be sustainably maintained in the long run.

For the **professional development of staff**, the plan takes a holistic approach to empowering staff to be successful academics – looking at both teaching and research.

In terms of the *developing staff as teachers*, the plan is informed by the recommendations of an institutional task team on the rewarding and recognition of good teaching.

In terms of *developing staff as researchers*, the plan considers the academic's early-career as well as mid-level management needs. As such, it focuses on the need to complete postgraduate studies, establish networks to actively participate in research/disciplinary communities, and develop systematic plans for academic careers.

The **programme renewal** component of the plan is concerned with creating an institutional culture in which continuous transformation is made possible through visionary leadership to address the country's higher education needs.

7.9 Student tracking

As part of SU's response to the DHET's call for proposals to obtain project funding from the national University Capacity Development Programme, the Division for Information Governance (IG) developed a project for the ongoing improvement of student success at the University. The project, "The design and implementation of a comprehensive tracking and development system", is jointly coordinated by Prof Ian Cloete (Information Governance) and Dr Birgit Schreiber (Student Affairs). The proposal succeeded and the project commenced in February 2018, running for three years.

The ultimate goal is to optimise the success and well-being of all SU students (i.e. current undergraduates and postgraduates, but also prospective students) as well as alumni. Success not only refers to academic success, but also includes the ability to flourish as well-rounded individuals. All dimensions of wellness are targeted, eventually allowing individuals to become valuable contributors to the economy and society. The goal is a solution that tracks and encourages the success of SU's students from their **recruitment**, throughout their **studies**, and even during their careers as **alumni**.

The project will contribute to the closing of the academic achievement gap between white and (generic) black students. It will help optimise the academic achievement and well-being of all undergraduates, and also equip alumni with lifelong skills to flourish in their professional careers. Additionally, SU will be empowered to reach out and actively share its performance-enhancing expertise with the rest of the continent.

7.10 Development and Alumni Relations

7.10.1 International representatives

In 2017, we appointed international representatives from SU in the USA and the UK – each charged with growing philanthropic fundraising (Development) and increasing the Matie network (Alumni Relations) in their territories.

USA: Reanne Olivier, a recent SU graduate, served on the SRC in 2015/16. She has already established seven alumni hubs across the States, with a further three to follow in 2018.

UK: Darryn Havenga was Head: Contact and Client Services at the University prior to moving to the UK with his family.

New trustees have also been appointed to the **UK SU Trust**. The trustees are a mix of alumni and donors, and offer new support, ideas and multiple opportunities to grow our presence in the region as part of our fundraising and alumni activities there.

Earlier this year, we appointed Alison April as representative for Development and Alumni Relations (DAR) as well as SU International in the **Benelux** countries. She was SU's Deputy Head: International Office from 1995 to 1999, and also served on the SRC in her student days.

7.10.2 International fundraising

We are working hard to increase fundraising from **international sources** as a percentage of total income by growing our number of international donors. Currently, the spread is as follows:

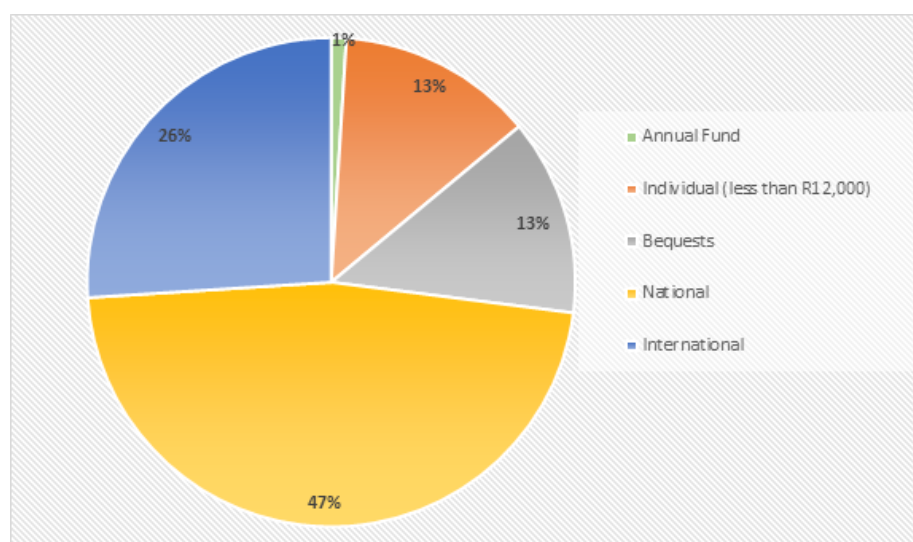


Figure 5: Spread of SU donors

In 2017, we made great strides in increasing international awareness of the SU brand, with 86 donor meetings held in 27 cities across ten countries.

An **Andrew Mellon Foundation grant** of R11,7 million (over five years) was awarded to Prof Johan Fourie's economic history project **"Biography of an Uncharted People"**. More broadly, as part of the Mellon call for proposals, we have submitted a number of proposals that support the

foundation's 30 years' investment in higher education in South Africa. In order to manage Mellon opportunities more proactively and strategically, DAR has now assumed a more central coordination role in planning and implementation.

The **Rosa Luxembourg Foundation grant** of €30 000 in 2017 was significant, as it marked the start of what will hopefully be a long relationship. If our stewardship is up to standard, larger grants to SU are extremely likely in the future.

SU's association with the **Bill and Melinda Gates Foundation** is another example of a long-term relationship with an institutional donor that was further nurtured in 2017 – by paying two visits to their offices in the course of the year. These relationships require many interactions, meetings and visits to become established, and momentum is at times awkward to keep up, but there is much long-term benefit to be derived.

7.10.3 Local support

The **SU Legal Aid Clinic** (now located at 18-24 Crozier Street, Stellenbosch) will continue to provide access to free, effective and quality legal services, fight illegal evictions on behalf of farm workers, give law students the opportunity to develop practical skills in a clinical setting, and do ongoing research in eviction law – all thanks to the support of the **Claude Leon Foundation**. Having supported the Legal Aid Clinic since 2007, the foundation recently announced the continuation of its aid with a grant of R1 million spread over two years, starting in 2018.

7.10.4 Bursaries

The Faculty of Economic and Management Sciences' **Project Zero** initiative has received R6,2 million in financial support from the Banking Sector Education and Training Authority (**BANKSETA**). This is BANKSETA's second investment after it awarded an initial R2,3 million in 2017. The 2017 donation benefited 20 talented students; this year, the number of beneficiaries will grow to 40. Project Zero is aimed at reducing the cost of studying at SU to zero for talented students. Project Zero bursaries, along with the University's recruitment and merit bursaries, cover the student's full study account. Based on academic merit, the bursary is offered to BCI students, half of whom come from communities with the lowest socio-economic status. Only academic top-performers qualify.

Sanford Health embarked on a pioneer venture in South Africa in 2017 by establishing the Sanford Hoyme Clinical Research Programme in **Foetal Alcohol Syndrome Disorders**. The endowed fellowship programme of R1,3 million will be housed in SU's Department of Psychiatry.

After a protracted engagement involving multiple SU stakeholders over a period of eight months, the Faculty of Medicine and Health Sciences (FMHS) and **Standard Bank South Africa** have partnered to establish the **FMHS Student Loans Programme**, which will provide no-surety loans to senior FMHS students. The investment fund of R3 million (R2,5 million from FMHS and R500 000 from Standard Bank) will provide collateral for R30 million in student loans to final-year health sciences students and fifth-year and sixth-year medical students.

Towards the end of 2017, DAR fundraisers selected to support **student debt** alleviation among graduates by asking donors across all portfolios for contributions to enable students to graduate debt-free at the end of the year. This campaign, which was called [#SU99](#), not only raised more than R1 million, but also united team members and raised morale and energy levels at a time of year that is often marked by burnout. It is a good example of the power of our donors joining hands to support a worthy cause. From the staff and students on campus who added a donation to the collection boxes around campus, to alumni who contributed through online giving, to major donors who once again extended their support, the mission of SU has once again been bolstered by our friends and partners.

This year, one of the focused alumni **Centenary** initiatives is to engage Maties in utilising **sporting events** for fundraising, starting with the Cape Town Cycle Tour in March under the name

[#Maties100](#). Other events being targeted include Radio 702's Walk the Talk in Johannesburg in July, and the Cape Town Marathon in September. I have encouraged staff, students, alumni and friends of the University to participate in or support these initiatives by making donations towards student bursaries, and would like to extend the same invitation to Council members.

7.10.5 Alumni strategy

In October 2017, a comprehensive and inclusive strategy for SU alumni relations was presented to the Rectorate for discussion. This followed an information-gathering and consultative phase, as well as a SWOT analysis and feedback from alumni surveys. The document will now be circulated to all **faculties and other stakeholders**. The strategy is in line with the University's aspiration to be more future-focused, inclusive, diverse, innovative and flexible in connecting with our alumni. We are looking forward to implementing the plan over the next five years, and ensuring that we continue to grow and strengthen our alumni relations portfolio into the future.

7.11 Corporate communication

The SU **Integrated Communication Strategy (ICS)** is starting to pay dividends for the Corporate Communication Division (CCD) and SU as a whole. In November last year, SU won **25 awards** at the annual Marketing, Advancement and Communication in Education (**MACE**) congress held in Johannesburg. This shows that the University's ICS and the collaborations between CCD, faculties and key divisions are yielding positive returns.

This spirit of collaboration is setting the tone in 2018 for the second year of SU-wide implementation of the ICS. The ultimate objective of the ICS is to differentiate the University in the higher education marketplace and position the institution favourably among its stakeholders.

To advance the ICS roll-out across the University, the **Integrated Communication Forum (ICF)** will further explore the conceptual design of a functional and business model that could support strategy implementation. A priority element of the suggested model is a pilot phase to introduce the **Content Hub** to selected faculties and key divisions so as to explore and establish effective processes for the management and dissemination of important information and content about the University.

The statistics show that 2017 was a year of positive growth for SU's public profile, which is an extremely encouraging trend given that this was the first full year of ICS implementation. In 2018, it will be crucial to build on these successes by focusing even more strongly on **collaboration** between CCD, our faculties as well as professional and administrative support services, and to harness the goodwill generated around the University's Centenary.

7.11.1 Centenary brand identity

The Corporate Brand Identity Department continues to play a significant role in the roll-out of the Centenary identity. They inter alia coordinate internal and external stakeholders' access to the [Centenary brand guidelines and artwork](#), and manage requests on a case-by-case basis. As the year progresses, the brand guidelines will be regularly updated and used as a point of reference for the institutional brand review process. The overall goal is to establish comprehensive brand guidelines to equip stakeholders to become brand advocates within their environments as part of the brand alignment and management process.

One of the most visible internal and external touchpoints, the **Centenary e-mail signature** (same link as above), already helps foster awareness and a sense of unity among staff for the SU Centenary year. The Centenary signature was developed and prioritised for the professional and administrative support services, academic faculties as well as Maties Sport. To support the institution-wide implementation of the e-mail signature and drive compliance, all staff received a communication from the Deputy Vice-Chancellor: Strategy and Internationalisation, Prof Hester Kloppe, in association with CCD. This has subsequently increased the level of awareness, which is evident from

the large number of enquiries from SU entities who require assistance in developing and implementing their signatures.

In addition, the welcoming event for first-years presented an opportunity to raise awareness of the Centenary among new students. Students gathered on the Coetzenburg sports field, where they encircled a huge “100” laid out on the grass (see *Figure 6* below), signalling 2018 as the 100th year of first-year dreams. This event set the tone for forthcoming Centenary elements and events.



Figure 6: First-year students in a massive group photograph taken from a drone above.



During the first quarter, brand management priorities include implementing Centenary identity branding (see *Figure 7* left) across SU's campuses and holding Centenary brand **workshops** in particular environments.

The aim is to understand divisions' challenges with the Centenary branding, and to collaborate in optimising brand alignment and management efforts.

The **Centenary website** (www.sun.ac.za/100) is gaining traction and by the time of compiling this report, it had received over 4 600 page views.

Figure 7: Centenary branding on Admin B

7.11.2 Communication and Stakeholder Engagement

Internal communication audit

The internal communication audit was conducted during February 2018 to evaluate the effectiveness of SU's internal communication channels. The audit included an online survey and focus groups for staff and students, and was authorised by Information Governance (IG).

Newsletters

During the reporting period, 11 issues of **info@StellenboschUni** and **news@StellenboschUni** were distributed to staff, as were three editions of **bulletin@StellenboschUni**. Both the opening and

click-through rates for these newsletters compare favourably with industry standards. Where the industry opening rate is 23,8%, the average opening rate of SU staff newsletters was 29,6%.

Two mailers for new **students** were sent out as bulletin@StellenboschUni newsletters and were extremely well received, with opening rates of 80–90% and an average click-through rate of 40%. The mailer dated 18 December 2017 informed new students about the welcoming programme published on the website, while the mailer of 11 January 2018 dealt with registration and funding.

Current students received a mailer on 12 January to inform them of the opening of online registration, student fees and financial assistance, which resulted in an opening rate of 77%. This high level of interest can be attributed to the presidential announcement of free higher education for students from poor and working-class families on 16 December 2017. Corporate Communication is working closely with the Registrar's Division to give prospective and current students as much information as possible about fees and funding.

For **staff**, the topic that attracted the most attention by far was the article with the subject line "This is how the Steinhoff debacle affects your retirement savings" (which elicited 1 236 clicks in the 24 January 2018 issue of info@). Other well-read items were the notice about applying for staff parking (almost 600 clicks) and the communication from Council (671 clicks), which both appeared in the info@ of 29 November 2017.

News articles that did particularly well were the announcement of Prof Jonathan Jansen's appointment as a distinguished professor in the Faculty of Education (335 clicks) and the appointment of Prof Ingrid Woolard as the new dean of the Faculty of Economic and Management Sciences (273 clicks).

Integrated communication campaigns

Integrated communication campaigns use a combination of social media, text and mass mailers, all underpinned by the SU website, to communicate specific messages to key stakeholders. The two main integrated communication campaigns undertaken during the reporting period were #Matieland and #HelloMaties.

#Matieland campaign: This campaign was devised and implemented in November 2017 to extend the reach of *Matieland*, the annual SU magazine for alumni. It was executed via posts on SU's Facebook, Instagram, Twitter and LinkedIn accounts. Based on the number of "likes", the best results were from Instagram and LinkedIn posts, which attracted up to 80 likes per post.

#HelloMaties campaign: This campaign was devised and implemented in collaboration with the Digital Communication Department and the Content Hub to reach new Maties in their first few weeks at SU. It covered a wide range of topics relevant to new students – from the registration process and dates, to fees, the welcoming programme and event, and general information about student services, parking, etc. The channels used were SMS and e-mail notices, social media posts (Facebook, Twitter and Instagram), a welcome video, video clips featuring the Students' Representative Council (SRC) and Prof Thuli Madonsela, and the Welcome Maties 2018 webpage. The latter was updated in December 2017 in collaboration with Student Affairs and the SU web coordinator to improve usability and navigation.

The #HelloMaties welcome video received an impressive 26 000 views on Facebook, while Prof Madonsela's welcome video had 9 444 views, and the video clip featuring SRC Chairperson Lwando Nkamisa 2 050 views.

7.11.3 External communication (SU in the news)

The year 2017 was a prolific period for SU staff and students writing for the popular media. A record number of 190 opinion pieces/feature articles (2016: 183) and 83 columns (2016: 69) were published.

Some of our **top commentators and newsmakers** for the last three months of 2017 were Professors Amanda Gouws, Nico Koopman, Thinus Booysen, Faadiel Essop, Willie Breytenbach, Johan Fourie, Pumla Gobodo-Madikizela and Abel Esterhuyse, as well as Dr Nic Spaull. A big thank you to these thought leaders and others who help build the University's profile in the media.

See the **addendum** for the latest list of op-eds and columns in the reporting period.

In terms of **media exposure**, Stellenbosch remains **among the top three universities** in South Africa, the others being Wits and the University of Cape Town. Although November and December are traditionally quieter months for media publicity, the University received quite a lot of exposure.

Prof Thinus Booysen's smart water meter (known as [Count Dropula](#)) continued to feature in the media on the strength of its [roll-out at 100 schools](#). [The opening of the SU Plant Breeding Lab](#) received wide coverage (see [Cape Argus](#), [Cape Times](#), [Die Burger](#)), while research by Dr Sara Erasmus and Prof Louw Hoffman of the Department of Animal Sciences, [SA's meat cuisine comes a long way](#), also generated great publicity. Drs Nic Spaull and Hendrik van Broekhuizen from the Research Group on Socio-Economic Policy (ReSEP) confirmed reports over recent years that [girls perform better academically](#), and inter alia pointed out that for every 100 females in matric, there are only 85 male matric learners.

Other research-related articles that featured in the media included [SU mathematician shows global modelling of biodiversity is now possible](#) ([phys.org](#)); [Quest for a better heart valve](#) ([Cape Argus](#)); [Deadly cryptococcal fungi in public spaces, warn researchers](#) ([Times Live](#)); [Insects have crawled under Nomakholwa Stokwe's skin](#) ([Northern News](#)); and, [No quick-fix solution to obesity-related diseases](#) ([Business Day](#)).

A good number of the articles mentioned above were first published on [The Conversation](#). This platform provides academics with an easy and professional way to start writing for the media and, in the process, promote thought leadership. I have been advocating the benefits of this platform for quite some time now, but compared to a number of other universities, there still is room for improvement. Over the past few years, SU has produced **195 articles by 152 authors**, which have led to **2,2 million reads worldwide**. This is no mean feat, but the universities of Johannesburg (212 articles), Pretoria (229), Cape Town (359) and the Witwatersrand (488) have all outperformed us. I have encouraged SU academics to make use of this avenue of science communication.

SU's December graduation ceremonies again generated a wealth of interesting media stories, notably [Researcher devises innovative communication method to combat tik abuse](#), [Top engineering student wins Chancellor's Medal](#), [Researcher shows dairy farmers can make money without harming the environment](#) and [Automatic conversion of Afrikaans text to braille now possible](#).

On an institutional level, Prof Thuli Madonsela is a media magnet, and second to none as a credible public commentator (see [Madonsela reports for duty at Stellenbosch University](#)).

The University also received good media exposure for SciMathus, which annually offers 100 students from educationally disadvantaged circumstances across the country a second chance to qualify for higher education (see [Matrics get a second chance to improve their NSC results at SU](#)).

In February, the University published the list of 14 thought leaders who were to receive [honorary doctorates](#) from SU as part of the institution's Centenary commemorations. This generated some good media publicity for SU.

The use of Afrikaans at the University also remains a hot topic in the media.

7.11.4 Website and social media

During the period under review, the following landing pages on the SU **website** (www.sun.ac.za) received the most views:

- Exams and tests (over 408 366 views)
- Language selection page of the landing page (148 444)
- English homepage (96 914)
- Maties homepage (50 885)
- Faculty of Economic and Management Sciences (33 826)
- Student Science Committee of the Faculty of Science (21 569)

The **overall website statistics** for the period October 2017 to February 2018 are as follows:

- Total visits: 551 139
- Visits to English homepage: 461 449 (84% of total)
- Visits to Afrikaans homepage: 89 690 (16% of total)

LinkedIn has become the best-used social media platform for engagement between SU and its stakeholders, especially alumni. Our LinkedIn account now has 107 000 followers, 4 000 of whom started following us in the past three months. The University's corporate **Facebook** page also remains popular: Some 3 000 new followers have joined since 1 January 2018, bringing the number of followers to 96 000.

Our social media channels were effectively used during the first two weeks of the year to communicate information about financial support and walk-in applications. One of the posts about walk-in applications reached more than 260 000 people on Facebook.

7.12 Senior appointments

Two deans took up their positions in the reporting period – **Prof Reggie Nel** in the Faculty of Theology on 1 November 2017, and **Prof Tony Leysens** in the Faculty of Arts and Social Sciences on 1 January 2018. In addition, the appointment of a new dean in the Faculty of Economic and Management Sciences was concluded. **Prof Ingrid Woolard**, currently at the University of Cape Town, will join SU on 1 May 2018.

7.13 Decentralisation of academic appointments and promotions

Until the end of last year, academic appointments and promotions at post levels 6 and 5 were dealt with by the Appointments Committee of Senate (AC[S]) and its various subcommittees in the faculties. In terms of delegated authority, appointments and promotions up to post level 7 were dealt with by the various AC(S) subcommittees in the faculties before final approval by the Rector.

In response to the need for greater decentralisation, however, the process was subjected to review and consultation, and a new process has now been implemented **with effect from 1 January 2018**.

The new process entails that balanced, faculty-specific **academic appointments and promotions committees (AAPCs)** now deal with all academic appointments and promotions at **all job levels**. Recommendations are made via the Chief Director: Human Resources to the Rector, who has delegated authority from the AC(S). The respective **deans are empowered** to decide on academic appointments and promotions, with the AC(S) now assuming a strategic oversight role.

This change has streamlined the academic promotions and appointments process, while the function of the AC(S) has been elevated to the correct level, namely strategic guidance and oversight. At the same time, **Senate's oversight role** in respect of academic appointments has not been diluted, as the current reporting to Senate remains intact.

7.14 Services to students

At the start of the year, the Student Affairs Division reviewed student support in respect of **disability access**, including the physical environment. They met with Stellenbosch Municipality regarding uneven pavements, gutters in pavements as well as cars that park on pavements to find

permanent solutions to the dangers these pose to students in wheelchairs and those who are blind and visually impaired.

In addition, visual and hearing-impaired students were offered **psychotherapy**, while **information** was provided to various student structures through many different platforms, such as talks on MFM, Mental Health Day activities as well as training inputs for student leaders.

The Unit for Graduated Career Services is working on a new **career services management system** called [Maties Careers](#). More user accounts will soon be added to address SU students and alumni as well as companies' career needs. This online career preparation service will be rolled out to all students to further improve our graduates' employability.

The **ER24 crisis service** (tel/cell 084-124), which is available after hours for students who experience psychological and medical emergencies, is running well and being used on and off campus.

During the **readmission** process, Student Affairs staff joined the various faculties' readmission committees to provide support to students readmitted or applying for readmission.

On Tygerberg campus, **group therapy** is offered to those students who received part of their training in Cuba and now has to complete their degree studies in South Africa. This support has commenced for those arriving in 2018 for their academic career at SU.

7.15 Student and staff infographics

During 2017, the Division for Information Governance (IG) compiled institutional and national student and staff infographics **to support decision-making** (see an example below, in *Figure 8*). Piktocharts, MS Word and MS Excel were used to create these as a way to detect and graphically depict complex relationships and trends. The infographics were published on IG's website and in SharePoint for stakeholders to view and use.

The [dashboard](#) has further been expanded and now includes graphics on planning information, financial information down to departmental level, research statistics as well as strategic management indicators (SMIs). In April 2017, IG demonstrated the dashboard to deans, vice-deans, faculty managers as well as to the Rectorate. Further developments, such as to include information on facilities, are being planned.

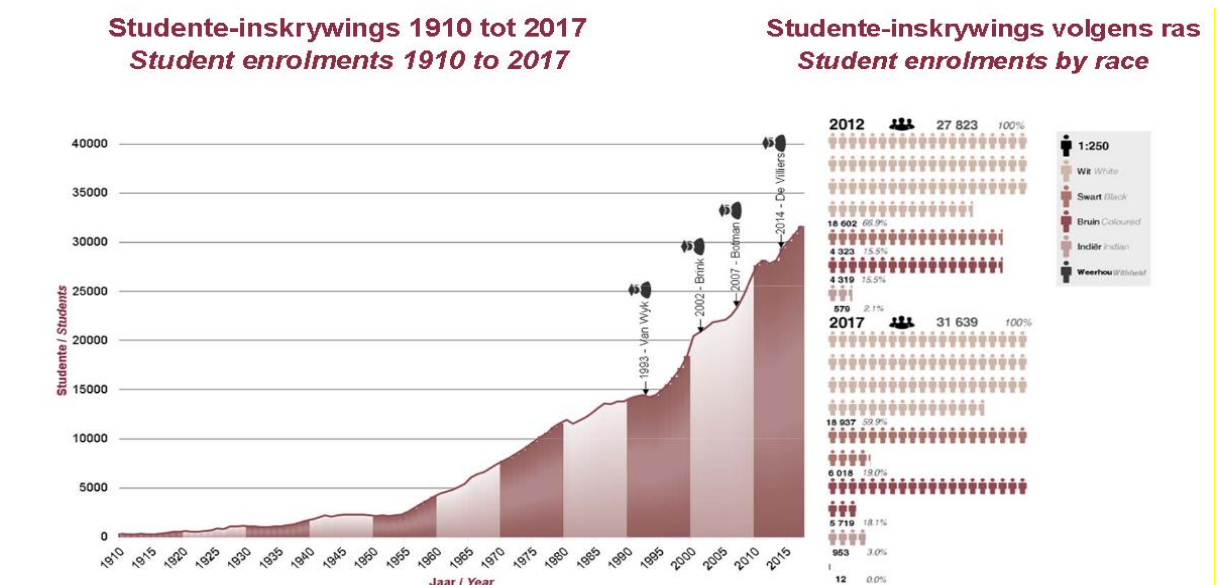


Figure 8: An example of an infographic developed by the Division for Information Governance (IG)

7.16 More sustainable library subscriptions

To address financial challenges and ensure a more sustainable subscriptions bill, the Library collaborated with faculties to evaluate existing subscriptions to journals and databases. This resulted in the cancellation of a large number of journal subscriptions in 2018. In addition to this, the Library investigated alternatives to subscribing to large electronic journal packages, and consequently cancelled its subscription to the comprehensive Wiley journal package for 2018. Both actions led to **extensive savings**, which have been incorporated into the 2018 budget.

7.17 New Maties Shop and SU Store

Innovus has kicked off the year with the opening of the brand-new world-class **Maties Shop** in the Neelsie, as well as the **Stellenbosch University Store** in Dorp Street, Stellenbosch, the heart of town. These shops, which are managed by SUNCOM (previously known as Commercial Services), stock not only SU-branded clothing and gifts, but also various other innovative items.

Our store in town, for example, will stock unique products made by our Jewellery Design students. Other University products will also be for sale, including our wine and small plants from the Botanical Garden. The shops have a classy yet fresh design and a modern, flexible layout. The initiative is also a prime example of how Innovus works with an academic environment – in this case, the Department of Visual Arts – to create a symbiotic relationship structured around commercialisation activities.

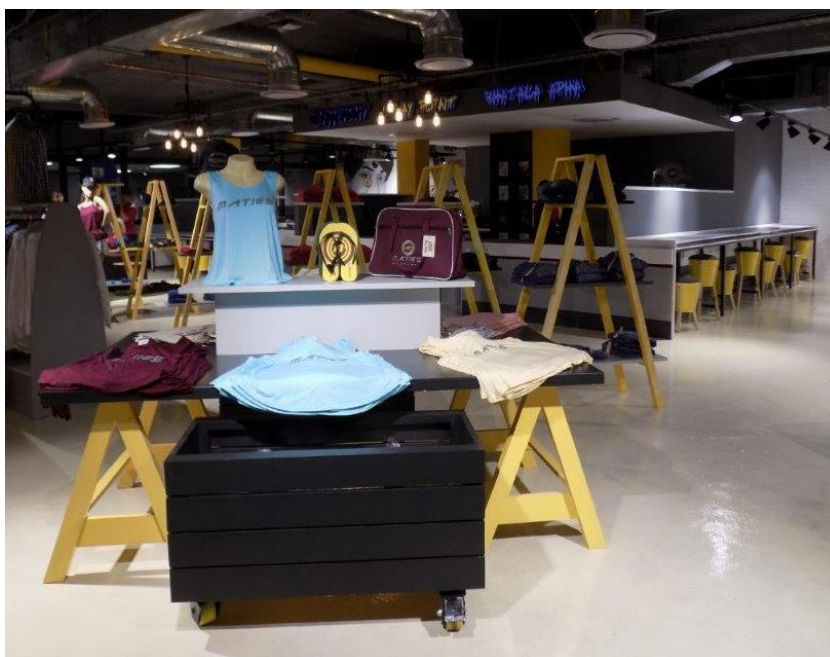


Figure 9: The interior of the new Matie Shop in the Neelsie.

7.18 Steinhoff International

7.18.1 Retirement Fund

The University of Stellenbosch Retirement Fund (USRF) communicated with members in response to questions by concerned employees about how their retirement savings are affected when Steinhoff International's share price tumbled from R56.26 per share on 30 November to R6 per share on 8 December 2017 after it became evident that the company had engaged in what it referred to as "accounting irregularities". The full extent is not public knowledge yet.

How does this impact USRF investments? The exposure held by USRF to Steinhoff International shares for the Growth Strategy as at 5 December 2017 was as follows:

Growth Strategy (members younger than 53 years)	Exposure to Steinhoff (% of portfolio)	Fund Split (30 November 2017)
Allan Gray	0.5%	23.3%
Coronation	3.7%	23.3%
Investec	2.8%	23.8%
Willis Towers Watson	0.0%	29.0%
Total Growth Strategy	1.6%	

Table 6: Exposure by USRF to Steinhoff International for the Growth Strategy, 5 December 2017

The exposure held by USRF to Steinhoff International shares for the Lifestage Strategy as at 5 December 2017 was:

De-risking (members older than 53 years)	Exposure to Steinhoff (% of portfolio)	Fund Split (30 November 2017)
Sanlam Multi-Manager – Conservative	2.42%	50.0%
Sanlam Multi-Manager - Aggressive	3.92%	50.0%
Total De-risking Strategy	3.17%	
Other portfolios		
IS Banker	0.0% exposure to Steinhoff	

Table 7: Exposure by USRF to Steinhoff International for the Lifestage Strategy, 5 December 2017

Given the above, USRF believes the **impact on the overall Fund was relatively small**. USRF said that members' assets are invested in well diversified portfolios (across different stocks, asset classes and geographies) where members' savings can continue to grow despite setbacks, such as the share price fall in Steinhoff International's share price.

7.18.2 Maties Sport

Maties Sport was thrown a curve ball when Steinhoff International, main sponsor of Maties Sport's rugby, hockey and cricket clubs since 2009, withdrew its sponsorship at the end of 2017 due to events in the company. Although Maties Sport will miss the additional investment, plans have been put in place to ensure that all services and support continue as planned. Various parties at the University and Maties Sport are currently identifying **possible new sponsors**.

7.19 Registrar's Division

The University has for some time been using the names 'Academic Administration Division' and 'Registrar's Division' interchangeably to refer to the division that reports to the Registrar. Yet it is officially known as the 'Academic Administration Division' in SU's organograms.

However, academic administration is not the Registrar's only function. With the shift of the reporting line to the Rector, the Registrar's core functions are:

- legal services and statutory compliance;
- academic student administration; and
- corporate governance and secretarial services.

In light of this, the **name change from Academic Administration Division to Registrar's Division** has been approved.

The Registrar's Division currently comprises three subdivisions or centres, namely Legal Services, the Centre for Academic Student Administration, and the Centre for Governance Function Support (CGFS), which until recently was known as the Centre for Institutional Registrar Functions.

The CGFS is responsible for the management of policy, delegations and records (including the institutional Archives), for secretariat services to Council, Senate and the Institutional Forum and their committees, as well as the Rectorate and the General Managers Meeting (GMM), and for implementing and upholding the SU Statute and institutional rules.

The new name of the Division is in line with that of divisions in the rest of the higher education sector that perform similar functions. Moreover, it lends prominence to the increasing oversight role that the Registrar's Division will fulfil in future.

8. Executing the Campus Renewal Project

The Campus Renewal Project (CRP) was approved by Council in December 2014. The project was initiated when the risk was raised that much of SU's physical infrastructure was dysfunctional and rundown due to long-term lack of maintenance and as such poses a risk to the sustainability of the academic project at SU. In September 2017, Council approved the expansion of the CRP, extending its timeline to 2027 and voting an additional R1,456 billion towards the initiative. This was in recognition of the fact that our physical facilities are strategic assets and essential enablers of a world-class and a sustainable university.

8.1 HB Thom Theatre and Drama building project

This project has been **completed** and staff have moved back into the upgraded facilities. Final commissioning of the theatre equipment is now also complete. Normal academic activities have commenced and at the time of compiling this report.



Figure 10: The interior of the renovated theatre

8.2 Engineering complex

Campus Renewal Project initiatives at the Engineering complex started in 2017 with refurbishments to the **old Information Technology building** for use by the Industrial Engineering Department. This project will pick up momentum in 2018. Final internal finishes are progressing as planned, and the commissioning of services and IT systems will commence soon. Construction is scheduled for completion in April 2018.

The **new Pavement Laboratory for the Civil Engineering Department** will unlock future growth space for the Faculty of Engineering. The design team has finalised the concept design, and detail design work will now proceed. Construction is planned to commence in mid-July 2018.

Upgrades to the **Mechanical Engineering building** include the modernisation and densification of office and postgraduate spaces, a new Mechatronics Laboratory, two new electronic classrooms and a new FIRGA (computer user area). With the concept designs finalised, the design team is now proceeding with detail design work. Construction is planned to commence in mid-June 2018.

Upgrades to **laboratory spaces** in all Engineering departments are carried out by two design teams, including engineers, who are currently working on various concept designs for the departments of Mechanical, Industrial, Electrical, Process and Civil Engineering. The new concept designs will address vertical and horizontal circulation as well as regulatory compliance problems. A detailed laboratory design process will commence as soon as the Faculty has given the go-ahead.

8.3 Biomedical Research Facility project

The Biomedical Research Facility project, **previously known as the Fisan project**, has made significant progress over the past two months. Facilities Management is currently engaging with stakeholders for concept design comments and approval, whilst the initial detail design stage is on track for completion by the beginning of June 2018. Building plans are expected to be submitted towards the end of July 2018. Contingent on work-stages approval, including Council's approval of building plans, Facilities Management aims to appoint the principal contractor in December 2018 and commence with construction in January 2019.

8.4 Other building projects

The Campus Renewal Project is large in scope, but by no means exhaustive. There is an ongoing need for maintenance and renovation, as well as new building works if the University is to maintain its existing physical facilities and add new ones to meet demand.

8.4.1 Jan Mouton Learning Centre

Construction of the new learning and teaching centre, which will accommodate more students than any other current teaching space on campus and promote **student success inclusively and innovatively**, commenced on 30 October 2017 with Group 5 as contractor. Bulk excavation for the basement parking area is currently under way. This includes the installation of perimeter concrete piles. Project completion is planned for December 2019, with occupation in February 2020.

A sod-turning ceremony took place on 8 February this year. The event served to recognise the funders of the building – the Department of Higher Education and Training, the SU Council, the University itself, as well as individual donors. The largest of these is **Mr Jannie Mouton**, an SU alumnus, long-standing donor to the University as well as founder of the investment company PSG Group, having donated R50 million towards the project in 2016. He requested that the building bear the **name of his father**, Johannes Jacobus Mouton, or **Jan Mouton** for short.

Like his son, Jan Mouton Sr also studied at SU. The youngest of seven children, he was a first-generation student who, after finishing school, first worked for four years to earn enough money to pay for his studies. At SU, he obtained the degree BComm in 1941 and a postgraduate qualification in education in 1942. He later became a shopkeeper in Carnarvon, where he also served as mayor for many years, reaching out to various communities in town. He later moved to Pretoria, where he worked in agricultural management. He passed away in 1975. [Click here to read more.](#)

The Executive Committee of Council approved the name of the Jan Mouton Learning Centre, along with two others. The new residence on Tygerberg campus shall be known as **Nkosi Johnson House** in honour of this HIV/Aids champion who died at the age of 12. And the new building housing the Information Technology Division shall be named **Information and Communication Technology**.

On World Aids Day (1 December) last year, No. 39 Victoria St in Stellenbosch, the building housing the Equality Unit and the Disability Unit at SU, was renamed **Simon Nkoli House** after the revered HIV/Aids and gay-rights activist who died in 1998.

8.4.2 Medicine and Health Sciences Library

The refurbishment of the Medicine and Health Sciences Library on Tygerberg campus has been **completed** and the library was scheduled to open its doors to students, staff and researchers in February. The refurbished library provides state-of-the art spaces and facilities to serve the needs of the modern-day client community. The official opening will take place on 10 April.

8.4.3 Bellville Park Campus Information Centre (USBI)

The refurbishment of the Bellville Park Campus Information Centre (USBI) is making progress. From April, the library and its staff will move into temporary spaces while USBI is being refurbished. The work is expected to be **completed by September**. There will be no interruption of services during the construction and upgrade.

8.4.4 Sport facilities

Appropriate facilities are vital to develop sport, especially high-performance sport. The closing of the **Coetzenburg athletics track** for extensive maintenance represents an important step to further raise the standards of SU's sporting facilities. Work on the athletics change rooms, ablutions and offices has been completed, while upgrades to the athletics track and two astroturf hockey fields continue.

In terms of other maintenance work:

- the upgrade of **Lentelus football clubhouse** should be done by March 2018, while maintenance work at the Lentelus football/rugby fields has already been completed;
- lights have been installed at rugby field C; and
- two electrical substations have been completed.

9. Conclusion

All the best for the year ahead. Against the backdrop of achievements and valuable lessons from our complex history, this Centenary year, with its theme of “**100 years of learning, growing and moving forward together**”, signifies a **new beginning for SU**. We will continue with our endeavours to be a relevant institution that plays a key role in the development of our nation, our continent and the rest of the world. In our institution's commitment to contribute to a society of dignity, healing, justice, freedom and equality for all, Council remains a key stakeholder.



Prof WJS de Villiers
Rector and Vice-Chancellor

ADDENDUM: OP-EDS AND COLUMNS

Opinion editorials (27 October 2017 to 21 February 2018)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Mark Paterson	Centre of Excellence in Scientometrics and Science, Technology and Innovation Policy	Why mere knowledge transfer fails	Mail & Guardian (27 Oct)
Dr Jason Bantjes/ Prof Leslie Swartz	Psychology	We need more mental health activists	News24 (29 Oct)
Dr Ntsikelelo Breakfast	Political Science, Faculty of Military Science	Army not suited to civilian work	The Herald (30 Oct)
Dr Scott Drimie	Southern Africa Food Lab	Heart disease is among top killers	IOL (30 Oct); Star (30 Oct); The Mercury (30 Oct)
Markus Korhonen	Political Science	For all the billions, SA Airways bailout money not enough to buy Emirates	Africa Check (30 Oct)
Ashanti Kunene	Master's student (International Studies)	If we insist on violence at home, we can't complain about a violent society	News24 (31 Oct)
Prof Nuraan Davids	Education Policy Studies	How Nike's hijab sports gear is taking on Islamophobia and patriarchy	The Conversation (2 Nov); News24 (3 Nov); EWN (3 Nov); The Witness (15 Nov)
Irene Labuschagne	Nutrition Information Centre	Chronic kidney disease is still a major health challenge in Africa	The Conversation (5 Nov); Star (8 Nov)
Dr Johan Nel	Nephrology		
Prof Amanda Gouws	Political Science	Celebrity campaigns and rape culture: the pluses and the pitfalls	The Conversation (6 Nov)
Prof Nicolene Wesson	SU Business School	Share repurchases and directors' pay in SA: why the controversy?	Business Live (6 Nov)
Harris Andoh	Centre for Research on Evaluation, Science and Technology	African universities must regain their 'lost research mission'	City Press (10 Nov)
Dr Ntsikelelo Breakfast	Political Science, Faculty of Military Science	What role do intellectuals have in new South Africa?	The Herald (10 Nov)
Craig Bailie	Political Science, Faculty of Military Science	Niger: a reminder of why the US military's presence in Africa needs constant scrutiny	The Conversation (13 Nov)
Prof Faadiel Essop	Physiological Sciences	Here's how stress can cause diabetes	Health24 (14 Nov)
Joey Hulbert	University of Pretoria	Citizen science: how ordinary people can guard Cape Town's biodiversity	The Conversation (19 Nov)
Dr Francois Roets	Conservation Ecology and Entomology		

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Dr Nic Spaul/ Dr Hendrik van Broekhuizen	Economics	Academically, girls are streets ahead. So why do boys get paid more in their jobs?	Sunday Times (19 Nov)
Lee-Ann Steenkamp	SU Business School	How the South African government is failing people with disabilities	Business Live (21 Nov)
Dr Renata Schoeman	SU Business School	Effective leadership requires work	Cape Times (23 Nov)
Prof Daniel Malan	Centre for Corporate Governance in Africa	A loota continua ... unless SA does something about its AI Capone	City Press (24 Nov)
Dr Francois Cleophas	Sport Science	Patterns inherited from South Africa's colonial past still persist in sport	The Conversation (26 Nov)
Ashanti Kunene	Master's student (International Studies)	Practising your politics in a patriarchal world	News24 (29 Nov)
Marina Joubert	Centre for Research on Evaluation, Science and Technology	How an historic heart transplant created a celebrity scientist 50 years ago	The Conversation (29 Nov)
Prof Xikombiso Mbhenyane	Human Nutrition	South Africa's twin malnutrition challenges: hunger and obesity	The Conversation (3 Dec)
Irene Labuschagne	Nutrition Information Centre		
Prof Peter Rule	Centre for Higher and Adult Education	Can't teach old dogs new tricks? Nonsense. Tips for learning later in life	The Conversation (4 Dec)
Prof Peter Rule	Centre for Higher and Adult Education	South Africa has a reading crisis: why, and what can be done about it	The Conversation (8 Dec)
Dr Tanya de Villiers-Botha	Philosophy	The 'Choice on the Termination of Pregnancy Amendment Bill' and its moral shortcomings	Daily Maverick (12 Dec)
Dr Chris Jones	Practical Theology and Missiology	Celebrate common truths, values and goodwill	Cape Argus (13 Dec)
Dr Tristen Taylor	Philosophy	Capitalist Leninism gives citizens the defects of both	Business Live (14 Dec)
Dr Elmarie Malek	Paediatrics and Child Health	How to boost children's life chances	Cape Times (15 Dec)
Lizette Berry	University of Cape Town		
Prof Michael le Cordeur	Curriculum Studies	Richard van der Ross: politieke aktivis én 'n gentleman	LitNet (15 Dec)
Mlungisi Mama	Master's student (Agricultural Economics)	Black youths must be made aware of agri sector careers	Farmer's Weekly (3 Jan)
Prof Michael le Cordeur	Curriculum Studies	Kloof tussen ryk, arm kleiner	Beeld (6 Jan)
Prof Servaas van der Berg	Economics	Dié kinders wat matriek kry, is rede tot vreugde	Die Burger (8 Jan)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Prof Pumla Gobodo-Madikizela	Historical Trauma and Transformation	In solidarity with suffering of others	Cape Times (9 Jan)
Dr Francois Cleophas	Sport Science	Narratives about South Africa's black athletes need to be reclaimed and retold	The Conversation (11 Jan)
Dr Uhuru Phalafala	English	A song of constant beginnings	Mail & Guardian (12 Jan)
Dr Nic Spaull	Economics	The real matric rate and the real site of failure in education	Sunday Times (14 Jan)
Dr Selina Palm	Unit for Religion and Development Research	Church outrage over spanking ban aids violence against South Africa's children	The Conversation (14 Jan); Star (16 Jan); The New Age (16 Jan)
Lee-Ann Steenkamp	SU Business School	Why the drought levy tabled by Cape Town's mayor is unfair	The Conversation (16 Jan); News24 (17 Jan); Huffington Post (18 Jan)
Craig Bailie	Political Science, Faculty of Military Science	SA's toxic leadership and the 'false prophets'	Huffington Post (18 Jan)
Prof Amanda Gouws	Political Science	Wat is die wortel van homofobiese geweld?	Rapport (21 Jan)
Dr Nic Spaull	Economics	Cape Town, a city drowning in incompetence	Daily Maverick (22 Jan)
Prof Thuli Madonsela	Social Justice	Work for a country that we want	News24 (28 Jan)
Prof Sven Bacher	University of Fribourg	A novel approach could help manage the impact of invasive species	The Conversation (29 Jan)
Dr Sabrina Kumschick	Centre for Invasion Biology		
Prof Michael Graham	SU Business School	Should shareholders insist on specialised advisers in M&A deals?	Business Live (29 Jan)
Ashanti Kunene	Master's student (International Studies)	Ongoing civil war in SA acknowledged by no one	Cape Argus (30 Jan)
Prof Lizette Rabe	Journalism	Speak up, dear student! It can save your life	Health24 (30 Jan)
Dr Morné Mostert	Institute for Futures Research	New global model for engagement could bolster business	Fin24 (8 Feb)
Prof Sadulla Karjiker	Mercantile Law	Trade and Industry's myopic proposals can harm economy	Business Live (8 Feb)
Dr Tristen Taylor	Philosophy	There is only one truly democratic solution to Zuma	Business Live (9 Feb)
Dr Heidi le Sueur	SU Business School	How to build organisational resilience to weather turbulent times	Business Live (12 Feb)
Dr Azille Coetzee	Philosophy	Why tackling sexual violence is key to South Africa's decolonisation project	The Conversation (12 Feb); The New Age (14 Feb); Huffington Post (14 Feb); Times Live (17 Feb)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for article)
Prof Bob Mash Prof Hassan Mahomed Shrikant Peters	Family Medicine and Primary Care Health Systems and Public Health University of Cape Town	How Cape Town's water crisis could make people sick	The Conversation (14 Feb)
Prof Servaas van der Berg	Economics	The two-way street between poverty and education	Project Rise News24 (15 Feb)
Prof Stephanus Muller	Music	Value in ambiguity: listening to art music in contemporary South Africa	The Conversation (18 Feb)
Prof Catharine Esterhuysen	Chemistry and Polymer Science	Why so few women in science?	Cape Argus (19 Feb)
Prof George Claassen	Centre for Science and Technology Mass Communication	Kwaksalwerpraktyke kry nie aandag hier	Die Burger (19 Feb)
Prof Anton van Niekerk	Philosophy	Ons gewete	Die Burger (19 Feb)
Prof Mark Swilling	Complex Systems in Transition	Ramaphosa must fuse fixing broken institutions and economic policy	The Conversation (19 Feb)
James Lotter	Master's student (International Studies)	It is time to secularise marriage in South Africa	Daily Maverick (20 Feb)
Dr Chris Jones	Practical Theology and Missiology	Rethinking belonging could foster a more humane understanding of migration	AllAfrica (20 Feb)
Prof André Roux	SU Business School	Budget Speech 2018: Will it pave the way towards a new normal in SA?	The Star (20 Feb)
Dr Martin Gustafson	Economics	Joining the dots: why education is key to preserving the planet	The Conversation (20 Feb); Parent24 (21 Feb)
Lee-Ann Steenkamp	SU Business School	South Africa's finance minister played the tax cards he had left: wealth and VAT	The Conversation (21 Feb)

Columns (27 October 2017 to 21 February 2018)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for column)
Prof Johan Fourie	Economics	Competition smashes corruption	Finweek (2 Nov)
		How religion shapes an economy	Finweek (16 Nov)
		The case for technological optimism	Finweek (30 Nov)
		Want to be rich? Be patient	Finweek (14 Dec)
		The hidden cost of free higher education	Finweek (18 Jan)
		'Boer soek 'n vrou' en ons skoolstelsel	Rapport (21 Jan)
		Why maths (and social skills) matter	Finweek (1 Feb)
		Bad boys, bad boys, what you gonna do?	Finweek (15 Feb)
Prof Amanda Gouws	Political Science	Dié simbole kan jou saak skaad	Netwerk24 (7 Nov)
		ANC behoort les te leer uit Zim	Netwerk24 (21 Nov)
		Dié geskenk is die beste soort	Netwerk24 (5 Dec)
		Patriargie kan nie alle skuld kry	Die Burger (2 Jan)
		Gratis onderrig g'n wonderkuur	Netwerk24 (16 Jan)
		Blaam gaan nie waterkrisis oplos	Die Burger (30 Jan)
		Ons het nie nog 'n vader nodig	Die Burger (13 Feb)
Jan Greyling	Agricultural Economics	Room van die tegnologie-oes	Landbouweekblad (17 Nov)
		Tegnologie boere se baas?	Landbouweekblad (16 Feb)
Prof Jonathan Jansen	Educational Psychology	Zuma's fees-free plan will benefit him, and him only	Times Live (9 Nov)
		Abysmal state of SA education is a crisis	Times Live (7 Dec)
		Time to let go of the past – our education must focus on the future	Times Live (14 Dec)
		Matric results are a disgraceful freak show	Times Live (11 Jan)
		Political parties don't give a damn about the future of education	Times Live (18 Jan)
		Reaction inflames situation	Herald Live (25 Jan)
		What Biko would have told young black people about racism	Times Live (1 Feb)

AUTHOR	FROM (environment or division)	HEADLINE	PUBLICATION (click for column)
Prof Nico Koopman	Vice-Rector: Social Impact, Transformation and Personnel	Saamstaan teen geweld is die oplossing	Die Burger (1 Nov)
		Verraad van drome en visie roep protes op	Netwerk24 (22 Nov)
		Só bevorder aktivisme en protes vrede	Die Burger (29 Nov)
		Jeugleiers: Sáám maak ons mekaar méér	Netwerk24 (11 Dec)
		Rol van goeie leiers moet nie onderskat word	Die Burger (20 Dec)
		Sorrie-gebed vir die einde van hierdie jaar	Die Burger (27 Dec)
		Verlede, hede én toekoms vra ook onthou	Die Burger (24 Jan)
		Ware leiers van kwaliteit erken hul broosheid	Die Burger (14 Feb)
		'n Gebed vir ons president en sy ministers	Die Burger (21 Feb)
Dr Leslie van Rooi	Senior Director: Social Impact and Transformation	Hoe onthou 'n mens vorentoe?	Netwerk24 (27 Oct)
		'Hoe kon ons Swart Maandag so verkeerd verstaan?'	Netwerk24 (9 Nov)
		Niks in hierdie land is maar net 'bloot' nie	Netwerk24 (11 Nov)
		Steek grense oor om ander te verstaan	Netwerk24 (30 Nov)
		Gaan ons ANC-konferensie in 2018 oorleef?	Netwerk24 (21 Dec)
		Matrieks: Agter elke syfer en statistiek is 'n mens	Netwerk24 (15 Jan)
		Gratis hoër onderwys kan SA ook baat	Netwerk24 (25 Jan)
		Die mense sal regeer	Netwerk24 (15 Feb)