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MANAGEMENT REPORT OF THE VICE-RECTOR: SOCIAL IMPACT, TRANSFORMATION AND PERSONNEL (SITP) TO THE COUNCIL MEETING OF STELLENBOSCH UNIVERSITY (SU) ON 18 JUNE 2018

Dear Chairperson and members of the meeting

We have pleasure in reporting on the activities of the Responsibility Centre (RC) for Social Impact, Transformation and Personnel (SITP) during the period 1 June 2017 to 30 April 2018.

1. Introduction

The SITP Responsibility Centre strives to *make a distinctive contribution to SU by advancing the central institutional quest to be a transformative institution, that impacts transformatively on society, in local, continental and global contexts, through its human resources of staff, students, alumni, stakeholders, role-players and institutional partnerships, who all secure the delivery of excellent, transformative and impact-making academic programmes of learning and teaching, research and innovation.*

The RC for SITP adds value to SU's programme of action by supporting the academic project, rendering professional, accessible, relevant and expert services, and adopting a tailor-made service delivery approach to suit the distinctive circumstances of those the RC collaborates with and serves. This is done through the various interdependent divisions of Human Resources, the Transformation Office, the Social Impact Division, Campus Health Services, the University Museum, as well as the SU Woordfees (including the Woorde Open Wêreld Project, the Buya! Project and the University Choir).

This report should be read in conjunction with the management report of the Rector, which regularly focuses on some of the matters pertaining to this responsibility centre.

2. Social Impact

The strategic priority of Social Impact at Stellenbosch University is making significant progress in becoming established as embedded social impact in all activities and environments of the University. We are increasingly in a position to offer a report of the various explicit social impact initiatives of all the University environments, in faculties, responsibility centres and in student life. Only a selection of broader institutional initiatives is provided in this report. When the Social Impact Knowledge Platform (SIKP), which is discussed here-under, is more adequately populated, the social impact initiatives of all faculties can also be reported comprehensively.

2.1 The SU *Institutional Plan 2017–2022* states that the consistent and intentional focus on the generic and specific social impact of both learning and teaching as well as research and innovation enhances the **transformative social impact** of the University. This vision is guided by the SU Social Impact Strategic Plan (SISP). Social Impact is thus understood to be systemic, as it is **embedded** in all SU environments (Faculties and PASS environments).

2.2 The [Social Impact Knowledge Platform \(SIKP\)](#) has 100 registered social impact initiatives to date in the areas of research and innovation, 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 surrounding communities of the SU campuses, the rest of the country and continent.

SU's Social Impact Initiatives can be viewed using various search filters, such as: impact areas, faculties, departments, partners, schools, municipalities and staff members. The platform was demonstrated in various forums including the Social Impact Committee of Senate, the research support forum, the Information and Communication Technology (ICT) for Research Committee and the ICT for Learning & Teaching Committee.

2.3 Directly linked to the SIKP, 2018 saw the first **Social Impact electronic newsletter** that will continue to showcase Social Impact initiatives from various SU environments. This is done in collaboration with the Corporate Communication Division.

2.4 Forming new **partnerships** and strengthening existing ones are two important facets of the implementation of the SISP. Stellenbosch University is a member of the **Cape Higher Education Consortium (CHEC)** together with UCT, UWC and CPUT. The Division represented SU in CHEC steering committees to identify opportunities for SU academics to work for mutual benefit with the City of Cape Town (CoCT) and the Western Cape Government (WCG). The Division is also an active member of the CHEC evaluation and selection committee for collaborative research program in which four SU projects were awarded a total of R227 730 from the CHEC-WCG research programme and one project awarded a total of R100 000 from the CHEC-CoCT research fund.

2.5 In the period 2017/2018, the Division decided to focus its work on four **municipalities** in the Western Cape Province amongst the six municipalities that SU have signed MOU's with; the four include Drakenstein Municipality, Breede Valley Municipality, Eden District Municipality, and Oudtshoorn Municipality. The Division facilitates partnership meetings with municipalities to broker opportunities for SU and acts as a main contact for the MOU's. Recently a new MOU was signed with Eden District Municipality and another with Oudtshoorn Municipality is currently being finalised. The Vice-rector for SITP is also engaged in the deepening and strengthening of various other institutional partnerships, in conjunction with various faculties. One of the important developments is the signing of a new MOU with the **Department of Defence (DOD)**.

2.6 Twenty-eight (28) SU academics and professional support staff attended the **Social Impact Orientation** session in the first semester of 2018. The aim was to provide a clear understanding of the University's vision in terms of enhancing societal impact and how the

Division for Social Impact plays an enabling role in supporting staff and students in fulfilling this vision, making all social impact initiatives visible in order to encourage collaboration and collective learning.

2.7 The annual Social Impact Symposium held on 20 September 2017 and attended by 70 participants (including students, academics from all 10 faculties and staff from PASS environments), received an overwhelmingly positive response. The institutional presentations received very positive responses as did the faculty presentations. Participants found the symposium informative, inspiring and learnt a lot about what is happening across faculties. They also had the opportunity to connect with colleagues from other disciplines and faculties.

2.8 The SU Chapter of the Golden Key International Honour Society (GK) hosted the Annual **Toasties for Tummies** drive in partnership with **Matie Community Service (MGD)**. The aim of the Mandela Day was to create awareness around food security challenges in our surrounding areas. By implementing the Toasties for Tummies initiative, the staff and students of SU relieve the NGO's and Organizations from a day's work and expenses, which is to provide for less fortunate individuals every day. Furthermore, Toasties for Tummies creates an opportunity for staff and students of SU to come together to sacrifice their 67 minutes of Mandela Day by making sandwiches for those who need it the most. The total cost of the Toasties for Tummies was R32 951.65 for 10 000 sandwiches, excluding the cost for the sandwiches made by Moore Stephens Chartered Accountants. These 10 000 sandwiches were distributed to **22 Community organisations**. Toasties for Tummies was held on both the Stellenbosch and Tygerberg campuses. At the Tygerberg campus, 1500 sandwiches and 1500 juices were shared with the patients who visited the Out Patients department at Tygerberg hospital. Staff members at the faculty collected and knitted scarfs, which they handed out to patients at the hospital. They also handed out comfort packs to patients in the maternity ward. This was well received by both patients and staff. In addition, Moore Stephens Chartered Accountants - one of the sponsors of the Toasties for Tummies project - ran the same initiative at their office.

2.9 More than 3 000 newcomer students, representing all SU residences and Private Student Organisation (PSO) wards, took part in a **Community Day** initiative with 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 SUs student volunteer social impact efforts for the year. Newcomers from all the residences and private student wards focused their social impact initiatives on the University's broader **social impact themes** of Education for All; Employment & Inclusive Economic Development; Environment & Sustainability; Food Security & Health; Resources & Infrastructure; Safety, Security & Good Governance; and Social & Gender Justice. In a joyous and imaginative way, students starting these social impact endeavours are simultaneously introduced to a well-rounded student life and out of class learning experiences. The social impact initiatives, which will continue throughout the year, are also aimed at introducing community development initiatives to all new students and building on the culture of enhancing social impact at SU.

2.10 The management of Maties Gemeenskapsdiens attended a 2-day National Competition of Enactus on 11 & 12 July 2017 in Sandton, Johannesburg. **Enactus** is an international non-profit organisation dedicated to inspiring students to improve the world through innovative entrepreneurial action. The conference was attended by more than 10 universities, 24 teams, 2839 students; 74 projects and represented 331,599 hours volunteered within South Africa. This competition is organised around the United Nations Sustainability Goals. To solidify this relationship, Enactus South Africa, in collaboration with MGD recently held an entrepreneurship workshop at SU. The workshop, held at the Africa Centre for HIV/AIDS Management on the Stellenbosch campus, was aimed at training staff members from the various universities in the Western Cape. Staff from SU, UCT, UWC and CPUT will now work with students, helping them to come up with innovative business ideas that will drive a **social-impact agenda** in their local communities. MGD will be the custodian of the Enactus programme at SU.

2.11 Fifteen members from communities around Stellenbosch have signed up for the **E’Bosch training programmes** in 2017. Training started on 12 May 2017 and was completed on 5 August 2017 where participants were able to present their work to a panel. The primary themes were Community Development, Project Management & Leadership. This course will be presented again in 2018.

2.12 A **training course on volunteerism** focusing on themes like the understanding of development, the impact of volunteerism, the exploring of leadership, innovation and project planning course was completed on 16 September 2017, by thirty-nine student volunteers.

2.13 The **Primary Health Care Programme on Tygerberg Campus** mainly focuses on the prevention and promotion of health as opposed to curative and rehabilitative. Most of the clients are adults with acute and chronic health care conditions. There has been an increase in the number of children (under 5) to the clinic who present mostly with acute conditions. A health promotion is presented, based on the national health calendar, therefore following the topics at that specific clinic. The programme is dependent on Alumni who mentor’s students within this practical learning environment.

2.14 The **Sarepta Old Age Home** is situated in Kuils River, and is a 120-130 bed facility for the elderly. Although it is a Government Institution, it is very dependent upon outside donors/sponsors to run an effective and efficient service. Some patients are in need of care post medical procedures, as the hospital does not have the capacity to send a physiotherapist or occupational therapist for follow up treatment. On 1 February MGD took a group of more than 50 student volunteers who interacted with the people and since then, have been visiting the facility once a month. With the assistance of one of SU’s Physiotherapy mentors, the sister at the clinic can now also book a few of her patients for physiotherapy sessions. The facility could also potentially become a clinical placement site for SU students.

2.15 Since the beginning of 2018, student mentors (alumni attending clinics) can now earn **Continuous Professional Development points** (CPD), for mentoring the students. With the Speech and Therapy students now on board, MGD can do speech and hearing test on

learners. Since its inception, we were able to identify more than 16 learners with hearing and speech impairment and to refer them to appropriate facilities.

2.16 The year 2017 and beginning of 2018 was a very exciting year for sport in Stellenbosch communities with attendance of the various home games for Varsity Cup, Varsity Netball, Varsity Hockey, USSA Basketball and the various School Holiday Programs. This year's Social Impact activities focused on encouraging more children and young people to maximize their participation in sports through the inspiration of the **Varsity Sport** and other high-profile sporting events. Youth from local communities were introduced to a variety of different sport codes in a fun, safe and structured environment. Using creative instruction and positive encouragement, the sessions focus on developing ball skills, locomotion, balance and coordination. Along with games, obstacle courses and team building games, the programs introduce a variety of sport codes, which included goalball, wheelchair rugby, swimming, tennis, cricket, hockey, basketball, netball, football, throwing and catching, galloping, leaping and skipping. There is also a focus on fundamental life skills such as listening, following instructions, sharing and teamwork. The **school holidays sport programs** keep kids and youth at risk active and engaged during the school breaks.

2.17 Student communities have shown an immense interest in social impact at the University, with various projects running throughout campus. Various new projects have been registered over the past few months through the MGD office and their volunteering programs. Student volunteer projects will soon be documented and registered on the SIKP. The work of students supports the **seven Social Impact themes** of (i) education for all, (ii) employment and inclusive economic development, (iii) environment and sustainability, (iv) food security and health, (v) resources and infrastructure, (vi) safety, security and good governance, and (vii) social and gender justice. These development themes tie in with the **United Nations' Sustainable Development Goals (SDGs)**.

This focus has created a greater reach for student driven projects. **Connect** (the organisers of Vensters) have changed the fundraising platforms and have completely transformed the fundraising aspect of the event. Social Impact has become more relevant in the residences and PSO's as well, with greater focus on enhancing the impact on the various surrounding communities.

3. The Transformation Office

3.1 SU continued to align its existing practices and policies with the **Transformation Plan (TP)**. This is done in a variety of ways, including the establishment, enhancement and direct support to the Transformation Committees in faculties and in professional support staff environments, transformation related matters at SU (including the ongoing visual redress process) as well as reporting on Transformation ,internally and externally.

3.2 The Transformation Office was revamped to become a more student and staff friendly space. A new Programme Coordinator, Ms Babalwa Gusha had been appointed. The office will soon welcome a Communication Officer as well as a Faculty Programme Manager that will allow the office to further implement the TP and to support transformation related

structures at SU. These positions were approved at the time of the establishment of the Transformation Office.

3.3 The implementation of a **viable sourcing** process for tender procedures for the procurement of security, food, cleaning, and waste plan services enabled the Transformation Office to play an active role in reviewing human dignity protocols for contracted staff. The additional work done by Procurement, Facilities Management, Commercial Services and Human Resources in implementing viable sourcing, such as site visits and company evaluations as well as the consistent collaboration with the Transformation Office, deserve recognition.

3.4 Further to this, the Transformation Office participated in the development of recommendations following the first Human Resources **SU Climate and Culture Survey**. These recommendations offered tangible actions to enhance transformation, and are now part of workshops on Institutional Culture in the Siyakhula Staff Competencies series. In this way the office is indeed fulfilling its role in relation to the TP.

3.5 The **Institutional Transformation Committee (ITC)** fulfilled a strong leadership and advisory role and championed the development of faculty-based transformation committees. This will remain a priority for both the ITC and the Transformation Office. The ITC further prioritized student input, and subsequently the **Student ITC** was constituted in collaboration with Student Affairs, to ensure wider student representation. The student body will function in close collaboration with the ITC. Both these structures will report to the Rectorate on an annual basis.

3.6 The first SU **Transformation Indaba** was proposed by the ITC in 2017, and took place at the end of 2017. The Indaba brought together more than 100 representatives of various faculties and PASS environments. The post Indaba feedback from the ITC members described the “interfaculty exchange of ideas as incredibly inspiring,” and that “this ITC could take the university forward on its own commitments on transformation”. Members felt that by the end of 2017 there was a “university-wide discursive shift on transformation,” and that “the challenge was to maintain the high levels of energy and engagement into 2018”. The feedback from the Indaba has formed part of the ongoing agenda for the ITC. The one-day Indaba comprised of six themed presentations from various institutional experts. These themes included reflections on the status of transformation in Higher Education, leadership lessons and experiences, decolonization of the curriculum, visual redress, universal access for disabilities, addressing rape culture and building an enabling institutional climate and culture. The deliberations were recorded and transcribed and will be used as a point of departure for transformation work in 2018 and beyond.

3.7 The strategic engagement calendar has advanced public engagement at SU by linking national days of importance with the SU strategic priorities. This institutional function is coordinated by the Transformation Office and involves most Faculty and PASS environments. Due to the nature of some of the activities it also involves external stakeholders. The 2017 events included an Africa Day symposium, various Mandela Day activities, a Women’s Day jazz concert, engaging with disability awareness on Casual Day

and the production of a short Heritage Day documentary in collaboration with community partners.

The engagement calendar was rebranded in 2018 and is now known as **Imbizo365**. The 2018 Imbizo365 Calendar activities utilise methodologies, such as creative arts, film discussions, debates and excursions to reflect on eight calendar themes. These themes include human rights and social justice, democracy, Afrocentrism and consciousness, youth leadership and innovation, social impact and engaged citizenship, gender justice, disability, heritage and identity. Initiatives around these themes are linked to national days and other events, and is done in collaboration with various Faculties and PASS environments.

The 2018 Imbizo highlights for March and April include:

The #22yearsater campaign that entailed several discussion events on Human Rights and the Constitution post '94 including a public lunch hour gathering;

A film screening of *Winnie* and discussion of Winnie Madikizela Mandela's legacy;

"Exploration of Struggle Songs in the Attainment of our Freedom" with a public engagement as well as lectures in the Music Department by Mr. Muntu Nxumalo, Ex political prisoner and Musician ;

The aim of the activities is to invite different voices into spaces to deliberate about institutionally and nationally important events, discourses and focus areas. The quest is to renew the SU **institutional culture** through deep conversations.

3.8 The Siyakhula Transformation Competency Programme for staff and students formed an integral part of the student and staff development programmes. An estimated 300 staff members participated in transformation competencies training on modern racism, decolonization, rape culture, a flexible institutional culture, and universal design for disabilities between May 2017 and April 2018. These workshops are done in collaboration with the Transformation Committees of various university environments. Cooperation also exists with structures like the Equality Unit, Human Resources, Student Affairs, various faculties, and various internal and external experts.

3.9 The Transformation Office further partnered with the Division of Student Affairs to design and present more than 100 transformation work sessions during **Welcoming Period** of 2018. The sessions were presented to approximately 1500 students over a 10-day period and had as aim to introduce newcomers to key transformation themes that will guide their journey at SU. These work sessions form part of deliberate and focused attempts to renew the institutional culture of SU.

3.10 In addition to the workshops a **transformation terminology list and an interfaith guideline** were developed and updated to advance an understanding of a diverse range of institutional needs, experiences and expressions. This was done in collaboration with internal and external stakeholders.

3.11 As part of an ongoing investment in **curricular activities**, the Transformation Office co-facilitated the Complementary Studies curriculum at the Engineering Faculty. Curricular

themes in this module, presented to all Engineering students, include an understanding of the contextual challenges and opportunities of South Africa, advancing the development of Africa-oriented engineers, inclusive design and disability, addressing the gender gap in science, racism and discrimination, and conflict resolution.

3.12 The Transformation Office participated in the **National Transformation Managers' Forum** with representation on the executive committee. The office played a coordinating role in the establishment of a Western Cape Chapter with the aim to align regional needs and to seek joint ways to build staff and student transformation capacity. This role and function will continue in 2018 with participation in Transformation related conferences being planned.

3.13 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 continue to formulate provisions to advance visual redress and renewal of public spaces, symbols, buildings and facilities at SU. The work of this task team kicked off in February 2018, and it is foreseen that it will culminate in the drafting and implementation of a visual redress policy for SU, to be submitted to Council at its November 2018 meeting. The visual representation of the important Centenary Declaration currently enjoys priority attention. Low hanging fruit opportunities with regard to speedy visual redress initiatives is currently utilised, e.g. the presentation of names and signage in Afrikaans, English and isiXhosa.

3.14 The Transformation Office facilitates **Rectorate Transformation Talks** on regular basis. Themes like visual redress, decolonisation and the trauma of wronged communities in the Stellenbosch area are being addressed.

3.15 During the reporting period the Transformation Office contributed to two favourably-received **submissions to two governmental commissions**, that had focused on the progress with transformation at SU, namely the Portfolio Committee on Higher Education and Training at national parliament in Cape Town, and the Gender Equality Commission in Johannesburg.

4.SU Museum

4.1 The Museum plays an important role in broadening access to the University and is increasingly becoming a safe space for dialogue and inclusive critical citizenship. In this regard, **Access to Visual Arts** is a flagship program of the Museum, which enables learners from disadvantaged schools to visit the space. See [here](#) for more information. Over the last year 1329 learners visited the museum as part of the program. The learners are introduced to art at the museum, art techniques at the Department of Visual Arts and get an opportunity to visit the Botanical Garden and the campus. Because of this exposure to the University, learners have expressed a strong desire to study at SU in the near future.

4.2 The SU Museum celebrates **Last Thursdays** with museums and galleries in Stellenbosch. This concept is linked to the international First Thursday model. This world-wide

phenomenon allows people to visit the Museum after hours to celebrate art in all its forms in what is fast becoming a very social setting.

4.3 Further to this, the museum also offers once every month an opportunity to members of the public to view previously unseen artworks. This innovative program, The **Wednesday Art Walkabout**, happens on the first Wednesday of every month. During the period under review, the museum offered eight Wednesday Art Walkabouts.

4.4 The museum has also initiated **Centenary Fridays**. This program offers members of the public a guided tour of the university history and Bloemhof school exhibitions. This is done with the intent of showcasing the history of SU during its centenary year. During the reporting period, three Centenary Fridays were undertaken.

4.5 **Topical Film Screenings** have become part of the public programme of the museum. The most recent film screenings at the museum include Hitler's Children, a film about how descendants of Nazi officers are dealing with the misdeeds of their ancestors. This was a topical issue on campus after the controversy around the use of Nazi-like posters on campus. The museum also screened films on Dennis Goldberg, Trouble with Truth, Shore Break, a film on albinism, Twelve Apostles of Mandela and a film on water.

4.6 Prominent art exhibitions recently at the museum include that of Lunga Kama from 21 June until November 2017. Kama is an alumnus of SU and a son of Kayamandi. His exhibition was followed by two walkabouts. August 2017 saw an exhibition of Zemba Luzamba, a South African of Congolese origin. Zemba Luzamba's work deals with issues of migration within an African context. See [here](#) for more information. As an outcome of this exhibition, Luzamba was interviewed by the BBC.

4.7 Public talks at the Museum in partnership with a variety of internal and external stakeholders remain a focus. In August 2017 the museum, in cooperation with Prof Pumla Gobodo-Madikizela, of the Research Chair for Social Change and Transformation, hosted a conversation with Prof Homi Bhabha and a Dialogue with Judge Albie Sachs. See [here](#) for more information.

4.8 In November 2017 a public lecture was delivered by Mr Zachie Achmat, a well-known socio-economic rights activists.

4.9 During the period under review, an impressive total number of 29 242 individuals visited the museum, especially during Woordfees.

4.10 Given the nature of the Museum, most of its efforts and initiatives are fulfilled via partnerships. During the period under review, the museum Director, Mr Bongani Mgiijima was invited to participate in the [Nelson Mandela Dialogues](#) held in Edmonton, Canada on 25 June – 1 July 2017. The Nelson Mandela Dialogues bring together international experts working in the field of memory in post-conflict societies. During the period under review the University Museum together with **Michigan State University Museum** received a planning grant of [USD100 000 under the Alliance for African Partnership program](#). The Director of the Museum attended the launch of the program in Dar es Salaam, Tanzania on 17-22 July 2017.

In recognition of the partnership between SU Museum and the Michigan State University Museum, Bongani Mgijima was appointed as a Research Associate of the Michigan State University Museum. On 29 June 2017, Dr Claire Luz, Dr Marsha MacDowell (Michigan State) and Dr Kate Wells (Durham University) delivered a talk on arts and health at the University Museum. In September 2017, Bongani Mgijima and Ulrich Wolff (curator of the University Museum) led a delegation of heritage practitioners from Cape Town on a visit to cultural institutions located in Michigan, Washington and New York. This was a very important international benchmarking exercise for the museum. See [here](#) for more information.

In June 2017, the Museum hosted online conversations between students at SU and MSU under the banner of Ubuntu Dialogues. In March 2018, the museum during the Woordfees hosted a [Conversation on Festivals](#) in SA and the US. The main speakers were Mr Ismail Mahomed, CEO of the Market Theatre and Dr Marsha MacDowell and Dr Kurt Dewhurst from Michigan State University.

4.11 The museum is marketed as a venue for corporate events. For a small fee, museum venues are made available to the campus community. The museum has also developed an online booking system for events. Members of the University community can now click [here](#) to make an online booking for events. The aim of making the museum available for events is mainly to recover some of the costs involved in running the museum. A museum by its very nature is non-profit but some of the costs recovered through venue hire could be invested back into programmes. The museum is very careful to balance cost recovery with accessibility. The costs recovered in this manner are invested back in paying for disadvantaged schools learners to visit the museum. As such Faculties and PASS environments are encouraged to pay it forward by utilising the museum more often for their events and functions.

4.12 The initiatives as, mentioned earlier, in this report, indicates that the museum is gradually becoming a space for intergenerational conversations. The museum provides a safe space for students, staff, alumni and the general community to gather. The Museum Advisory Committee (MAC) has identified the need to extend the museum building to accommodate this important and expanding mandate. It is the intention of the Committee to utilize our centenary year to launch an initiative to raise funds to build the **Alumni Centenary Home-Coming Centre**. The plans are still in an embryonic stage but when completed, this extension is envisaged to boast new state of the art exhibition galleries, state of the art storage facilities for artworks and museum objects, Alumni offices, an Alumni shop and a restaurant, boardrooms and an auditorium for alumni and Woordfees gatherings, etc. This **flagship centenary project** will also link the museum to the Botanical Gardens. As mentioned, this project is still at a discussion stage and further details will be communicated once all stakeholders have been consulted, and relevant processes have been followed. Once completed, this project will serve as a lasting legacy and a gift of this present generation to the next **100 years** of the University.

4.13 As part of enhancing social impact the museum hosted a **collaborative art project** to orientate the first-year students in collaboration with Student Affairs. The project entitled First Impressions involving students writing down their impressions and future wishes. This

was a well-supported initiative that enhances the link between the Museum and the broader student community. See [here](#) for more information.

4.14 The museum is the **nerve centre of the SU Wordfees**. During the Wordfees in March, the museum hosted eleven visual arts exhibitions. On 22 March, the museum hosted a Conversation on Racism and Human Rights. The speakers were Paul Khambule, a resident of Kayamandi, Lwando Nkamisa, president of the SRC and Annika Rudman a professor in the Faculty of Law. See [here](#) for more information on the event.

4.15 As part of the **SU centenary commemorations**, the museum hosted the Third Nelson Mandela Colloquium in partnership with the Nelson Mandela Museum. The event was officially opened by the Rector, Prof Wim de Villiers and speakers were Prof Jonathan Jansen, Dr Wilhelm Verwoerd, Ms Malaika Mahlatse and Ms Nwabisa Makunga. The theme of the event was Nelson Mandela and Stellenbosch University at 100. See [here](#) for an overview of the event.

4.16 Further to this, the museum is developing three centenary exhibitions. In this regard an exhibition on the memories of the museum building (from the Bloemhof School to the Museum) opens in May. **Stellenbosch University through 100 artefacts** will open on 5 December. This exhibition was initiated by the Rector, Prof de Villiers, and uses 100 artefacts to tell the story of the University over the last 100 years. Also scheduled to open on the same day is a futuristic art exhibition entitled **Forward? Forward! Forward....** This experimental exhibition will consist of crowdsourced artworks that aim to imagine the future of the University and higher education in the next 100 years. See [here](#) for more information.

4.17 The [Deadly Medicine exhibition](#), a travelling exhibition on scientific racism, is hosted by the museum from 4 April until 30 May and is accompanied by an intensive schools and seminar program covering themes linked to the exhibition.

4.18 The Western Cape Provincial Government recently recognised the museum's work. In March, the museum won the Provincial Award for being the [Best Museum Promoting Social inclusion](#) in the Western Cape. This is a huge honour to both the University and the Museum. The award was received jointly with the Lwandle Migrant Labour Museum, the first township-based museum in the Western Cape. The current Director of the University Museum, Bongani Mgijima, cofounded the Lwandle Museum with Charmian Plummer in the late 1990s. For more information see [here](#). Not only has the museum become a safe space for dialogues and inclusive citizenship, but it has also become a transformative space - a space in which transformative interactions take place.

5. SU Wordfees

5.1 The 19th SU Wordfees with the theme **100%** took place in Stellenbosch from 2-11 March 2018. In addition to the overall theme of 100% , reflections on the so called 'coloured' identity and diverse perspectives on displacement, were prominent topics which threaded through the festival.

5.2 Two flagship projects were part of the SU Centenary Celebrations and were partially funded by SU:

100% Stellenbosch – a unique theatrical representation of the communities that make up Stellenbosch through the interpretation of statistics. This work was presented in collaboration with Rimini Protokoll, a German theatre company which has produced similar performances in 34 countries around the world. *100% Stellenbosch* was the first production on the African continent and allowed for a wide array of participants and patrons to interact with each other around contextual themes that effect the town of Stellenbosch as a whole.

The Centenary Pops Concert - this concert took place at Coetzenburg and incorporated 300 artists from several different disciplines and backgrounds, including celebrated alumni like Laurika Rauch, Valiant Swart and Jay Something. This event was one of the highlights of the centenary celebrations during the annual Woordfees.

5.3 Several “firsts” were part of the SU Woordfees this year:

- The three newly renovated spaces in the HB Thom Theatre Complex were extensively used and allowed for an array of activities both in and around the complex .
- *The Fairy Queen*, Purcell’s sparkling opera was produced in collaboration with Cape Town Opera and the SU Departments of Music and Drama.
- A series of jazz concerts, *Jazz in the Native Yards*, took place in the quad of the Visual Arts Building.
- A series of exclusive events took place. These included visits to and a concert at the Dylan Lewis Sculpture Garden, meals with, inter alia, Thuli Madonsela, rugby legend Frik Du Preez and master chef Reuben Riffel.
- The presentation of an Electro-music concert for students in the Wilgenhof quad.
- The launch of *Converse*, a poetry collection in three languages produced in collaboration with the InSync Poetry Initiative.
- The highest number of international participants at any Woordfees thus far. These included writers Alexandra Fuller and Ray Klune, directors Erin Maas and Oliver James Hymans, and classical musicians Tim Kliphuis and the Signum Quartet

With this and other activities during the Woordfees the link between the festival, the broader university community, the town (and its array of communities) as well as a variety of other stakeholders were enhanced and extended. This will remain one of the focus areas of the Woordfees in future.

5.4 Although the final financial reconciliation of ticket sales is still in process of completion, it is projected that the Woordfees is continuing on its trajectory of growth. In this regard it is projected that the overall number of tickets sold increased by as much as 10% ,as more than **80 000 tickets** were sold. A noteworthy statistic is that more young people and students attended theatre productions, literary and “Discourse” discussions. This goes a long way in ensuring the growth and sustainability of audiences in the foreseeable future.

As soon as the final financial reconciliation for Woordfees 2018 is completed by end of April, attention will be given to the completion and the presentation of a **Sustainability Plan** for the Woordfees. This plan will allow the Woordfees to create a financial model that will allow it to expand as an integral part of the offer of SU, and that will put it on a path of sustainability – also in terms of its relation with other arts festivals locally and globally.

Linked to this, a re-evaluation of the sponsorship hierarchy is in process and new agreements with 4 of the 6 major sponsors will be negotiated to attempt to extend sponsorship commitments to three years.

To enhance the synergy of the Woordfees with other SU environments a group of internal stakeholders have been called together to form the **Woordfees Synergy Group**. This will allow SU, through its Faculties and PASS environments, to expand existing links with the Woordfees. It will also guide the Woordfees in supporting the core initiatives of other environments.

5.5 The **Buya Project** is now in its 15th year. The Buya model is currently being reworked and it is foreseen that a new model, built on the platform of strong engagement with internal and external stakeholders, will allow for stronger social impact. The Buya festival takes place from 14-19 May at the HB Thom Theatre Complex and a series of discussions will take place to deliberate over the future and continuance of the project.

5.6 Sanlam, the name sponsor of the Sanlam WOW Spelling Festival have renewed their commitment for the next three years. The spelling competition, which was formerly focused on Afrikaans learners in Grades 1-10, has since 2016 been multi-lingual and each year incorporates an increasing number of Grades in English and isiXhosa, thus giving expression to the **SU Language Policy imperatives**. An MoU with the Western Cape Education Department (WCED) has been drafted, which will produce greater and more active collaboration between WOW and the Department of Education.

5.7 The WOW project took writers and authors to 139 schools in the Western-, Eastern- and Northern Cape in January and February 2018. In so doing the project interacted with approximately 16 461 learners and 290 educators. The schools targeted fall primarily within quintile 1-3. Further to this, writers gave a presentation to matriculants and information about opportunities for study and academic support were distributed at some of the schools. By the end of June this project will have reached at least 50 schools with focused **recruitment initiatives**. This is done in collaboration with the SU Recruitment Office and the local schools.

5.8 In the second quarter WOW will focus on the reading circles which have been established at 20 primary and 20 high schools in the **Winelands district and the Cape Town metropole**. Each reading circle receives a book parcel and a set of assessment guidelines designed to help learners sharpen their understanding and conceptual skills. As such WOW enhances the learning, reading and writing experiences and skills of a growing number of learners in at least three provinces. It thus indeed opens worlds.

5.9 The SU Choir has a packed performance schedule in May. These included: 2 Gala concerts, 2 free lunch-hour concerts in the Endler and a performance at the Hugo Lambrechts Music School. The choir will perform in London on 1 July and are participating at the **Llangollen Eisteddfod** for professional choirs from 4 to 7 July in Wales. From 10 to 14 July they will be performing as special (non-competing) guests at the **International Choir Games**, which will be held in Pretoria. The choir still holds the **number 1 position in the Interkultur ranking for amateur choirs**.

6. Campus Health Services

6.1 Various talks to faculty staff regarding workplace health issues identified through continued monitoring and health risk assessments took place throughout the year. CHS is in regular contact with the relevant local authorities regarding water safety on the various campuses. As part of a preventative initiative staff exposed to noise above 85 dB received baseline audiometry and relevant noise hygiene programs were implemented when necessary.

6.2 Campus Health Service (CHS) enhanced social sustainability through various preventative projects within the institution. At the Tygerberg Campus N95 prevention masks for tuberculosis was fitted to 455 students in medicine and health sciences. Free services for staff and students in reproductive health, sexually transmitted diseases and HIV pre-exposure prophylaxis (PrEP) are in place through agreements with the Western Cape Department of Health.

6.3 CHS partnered with various Faculties and PASS environments to implement needs specific vaccination programs for their staff in an effort to prevent disease and loss in productivity due to absence from work.

6.4 A preventative ergonomic service implemented by the CHS physiotherapists assists to create more healthier workspaces for staff.

6.5 The partnership between CHS and the SU Institute of Sport and Exercise Medicine (ISEM) created a platform from where disadvantaged student athletes could be referred to. Sports physicians and physiotherapists of CHS deliver services in this Tygerberg Hospital based clinic on a rotational basis.

6.6 For the second year CHS medical staff provide emergency and first aid at the Klapmuts Community Sevens tournament of MGD attended by 16 community primary schools in the Boland region.

6.7 Pre-participation screening was offered to a local high-performance cycling team from Kayamandi. These athletes also have access to the sports medicine program at CHS and the Institute for Sport and Exercise Medicine (ISEM) clinic at Tygerberg Hospital. These athletes were part of the Rector's Argus cycling tour campaign.

6.8 Upon request CHS staff assisted a local community church with general health screening as part of a community wellness project of the church.

6.9 Various aspects of public health issues in Stellenbosch communities and the broader Western Cape region, including topics such as Tuberculosis, HIV/ Aids, foetal alcohol syndrome and others, were presented at the annual Summer School of Stellenbosch International by the clinical staff of CHS.

6.10 Dr Viviers served on the expert scientific panel of the Medical Research Council (MRC) in the research priority area for reducing the incidence of traumatic brain injuries in South Africa.

6.11 The T David Sisk award for the best international paper published during 2017 in ***Sports Health – a multidisciplinary approach*** was awarded to Dr Viviers and co-authors for a paper titled “*The diagnostic utility of computer assisted auscultation for the early detection of cardiac murmurs of structural origin in the periodic health evaluation of athletes*”. Further scientific contributions (4) were published by CHS staff in international peer reviewed journals and conference presentations were delivered at international conferences of the American College of Sports Medicine (ACSM) and the South African Sports Medicine Association (SASMA). Invitational presentations were delivered at the first Africa Cycling Medicine Conference (Dr Kirby), the NBA Sports Medicine Symposium (Dr Viviers) and the International Forensic Outreach and Exchange Group’s Symposium (Dr Viviers).

6.12 CHS staff assisted post graduate students from Departments of Sport Science, Physiological Sciences, Microbiology and Physiotherapy in sample collection throughout the year. All clinical staff completed the Exercise is Medicine course and will implement condition specific prescriptions to patients.

6.13 Physiotherapists of CHS provide team physiotherapy services to 10 high-performance teams of Maties Sport and together with sports medicine practitioners form an integral part of the injury management program for all student athletes. Together with sports physicians the clinical platform for teaching and learning in sports and exercise medicine for final year physiotherapy and post graduate medical students were established and these students support service delivery to students and staff. A CHS physiotherapist was also invited as member of the medical team supporting the SA Students team participated in the World Students Games held in Taipei.

6.14 The sixth student from KU Leuven (Belgium) was successfully hosted for participation in the post graduate short course “Integrated Medicine and Science” presented by CHS.

6.15 An International visit to the University of Washington (Seattle) resulted in collaboration on advanced concussion services and research.

6.16 Participation in the volunteer program of students from St Andrews, Scotland, strengthened relationships especially with the view on social impact through sport Rietenbosch Primary.

6.17 Collaboration with the Biomedical Engineering Research Group (BERG) resulted in a presentation at the Annual International Conference of the IEEE Engineering in Medicine and Biology Society in Korea.

6.18 Following the global and national health calendar ensure continued engagement in Wellness and Wellbeing activities by CHS staff throughout the year. These activities included different institutional partners in an integrated way and were aimed at staff and students of SU.

6.19 The Healthy Lifestyle week during February 2018 at Campus Health Service aimed to provide information on physical activity and health, vaccination and healthy eating. It also included a talk on Maties MFM and provided general health screening to staff and students.

6.20 During March 2018 Campus Health Service, the Equality Unit, Maties Sport and HEAIDs staff teamed up for a Tuberculosis, HIV and general health awareness campaign, which resulted in health screening and exercise information to 330 students and staff on both the Tygerberg and Stellenbosch campuses.

This was followed by a mini-wellness day in April 2018 at the Bellville campus including flu vaccinations and general health screening of 30 staff members. Requested educational talks to staff of the SU vehicle fleet included topics such as hand hygiene, importance of routine health screening, healthy lifestyle, gender specific health screening and vaccinations.

6.21 Healthy lifestyle issues amongst staff from KIDCRU on the Tygerberg campus were addressed in a collaborative project between CHS staff and dietetic students of the Faculty of Medicine and Health Sciences (FMHS).

6.22 In collaboration with Student Communities and the Stellenbosch Academy of Sport (SAS), the “10 000 Steps Program” on the SU campus was integrated with a similar project amongst schools around the campus. This resulted in an increased amount of marked walking routes.

6.23 Ethical approval was granted to develop and implement a health and lifestyle-related data repository enabling longitudinal data collection from staff and students in order to guide service delivery and research in the wellness and wellbeing space.

7. Human Resources (HR)

7.1 During the reporting year and currently **staff wellbeing and wellness** enjoyed priority attention in the context of Human Resources (HR). Staff wellbeing is about more than the important wellness initiatives like sport days, health screening, access to the wellness office at HR, and assistance with regard to relevant therapy sessions. It is essentially about the University being an employer of choice where employees enjoy, amongst others, fair and favourable working conditions, remuneration and benefits; where they experience acknowledgement and incentivising, fair performance management practices, humane work-loads and expectations, belonging and affiliation, involvement and inclusion, participation and ownership, empathy and compassion, as well as the opportunity to

develop their talent and actualise their potential. Structures and procedures to pay institutional attention to staff wellbeing are strengthened. The items addressed in the rest of this report in some sense all constitute contributions to staff wellbeing and wellness.

7.2 The first **Staff Culture and Climate Survey** had been completed and had been discussed and interrogated in various forums campus wide during the reporting period. The following decisions had been taken recently by the rectorate to consistently address the outcomes of the survey:

The Culture and Climate project must have an appropriate institutional home. Human Resources and Institutional Governance and should be the joint custodians of the project. Human Resources should guide the strategy for implementing the next survey.

The Project needs to be managed as an Institutional project to be repeated every two years and the project team should be adequately resourced.

Specific matters to receive attention include establishing forums to advance better understanding and appropriate interventions with regard to a less positive, albeit not negative, sense of belonging among younger staff.

Decision-making by senior managers and forums like the rectorate, senate, the Institutional Forum, Council should prioritise the input from under 40's, CBI staff and women at SU, on matters like: key institutional decisions and specifically strategy and vision; discrimination; priorities and interventions with regard to staff wellbeing and wellness; the quest for systemic sustainability; the understanding of excellence in contexts of historical exclusion and current inequalities.

7.3 The University implemented a **more flexible benefit structure** for staff by introducing the following changes:

The SU Retirement Fund currently offers a Spouse and Children's pension payable in the case of all permanent members who die in service. The benefit offers the qualifying spouse a pension for life and the qualifying children a pension based on certain conditions. With effect 1 January 2018 the fund offers members more flexibility on this benefit in that members who do not have a qualifying spouse or qualifying children do not have to participate in this benefit. Members who are exercising this option will save on their contribution.

SU acknowledges cultural diversity and the need for staff members to contribute to funeral costs in the context of extended family. With effect 1 January 2018 SU offers a competitive premium for covering extended family members for funeral cover based on certain conditions.

With effect January 2018 the SU Retirement Fund offered retired employees the benefit of retaining their retirement fund benefit in the fund as a living annuity creating a saving in the cost structure compared to a commercial living annuity.

7.4 More than 30 benefit information sessions were held on campus to orientate staff members on the available range of flexible benefits.

7.5 With the appointment of the new Director: Employee Relations, Mr Ebrahiem Abrahams, the management of **Employee Relations** related matters had been advanced. The successful resolution of cases referred to the Commission for Conciliation, Mediation and Arbitration (CCMA) and the Labour Court had also improved.

7.6 In line with the new, **viable sourcing framework** as agreed to by worker representatives of external service providers and the SU rectorate, new contractors have been appointed to manage outsourced services. The process to transfer the workers from the old to the new service providers proved a challenging one, but in all cases proceeded successfully without any disruptions. Meetings are scheduled with the new service providers to discuss their contractual obligations in relation to the management of their staff.

7.7 SU's staff corps are **major agents of transformation** at the University. Therefore, various staff members participate in transformation competency workshops that are offered in cooperation with the Transformation Office and Equality Unit.

To ensure optimal diversity in all appointments and promotions, and to accelerate the representation of employees from underrepresented groups across SU, the multi-year workforce plans are continually fine-tuned and expanded.

A significant development in the reporting year is the appointment of a **Director: Employment Equity** and full integration of employment equity in human resources policies and procedures. Another development was the inclusion of intentional staff diversification as a priority in the draft core strategy that aspires that the University become an employer of choice. To give effect to this employment equity imperative of SU, the employment equity office embarked on a project to re-orientate environments regarding the significance of staff diversity targets and goals.

SU has also put in place an approved comprehensive **Employment Equity Plan**. The **Employment Equity Committee** is fully functional and assists in monitoring and evaluating progress in achieving diversity goals and targets. Partnership has been established with a strategic recruitment company and is yielding positive results in the identification and placement of suitably qualified designated groups.

African, Coloured and Indian (ACI) staff currently constitute almost 25% of the total academic establishment at SU, up from almost 24% in 2017. White academic staff dropped from approximately 76% to 75% over the same period. In terms of employment equity levels among SU executive and non-academic staff, the percentage of ACI personnel increased from approximately 58% in 2017 to 59% in 2018, while white representation dropped from approximately 42% to 41%. While the staff diversity profile does move **in the right direction**, it is occurring at a rather slow pace.

7.8 SU currently holds 17 **New Generation of Academic Programme (nGAP)** positions, of which 12 were awarded in the initiative's previous three phases. Phase 4 was announced in

March 2018 and SU was successfully awarded 5 positions (out of a possible 5). These positions were prioritised to STEM (science, technology, engineering and mathematics) environments and were awarded to the following departments: Agronomy, Civil Engineering, Computer Science, Genetics (Plant Breeding), and Medical Virology. SU is currently in the process of recruiting.

7.9 Talent management and development enjoy continuous attention. Coaching and mentoring programmes are extended, and courses for various staff categories are consistently offered.

7.10 Various HR procedures and regulations are currently under discussion and reconsideration, amongst others the appointment of senior PASS environments, performance management, the differentiated remuneration approach and flexi working arrangements. **The matter of day care arrangements for staff receives intentional ongoing attention.** The decentralisation of academic appointments had been instituted during the reporting period. The Appointments Committee of Senate fulfils a coordinating, overseeing and strategic role in this new framework. Through these revisions HR attends to the recommendations of a very favourable external evaluation of HR in the reporting year.

7.10 During the reporting year the following **senior appointments and promotions** were completed:

The appointment of Prof SA (Stan) du Plessis as Chief Operating Officer and the appointment of Mr VL (Victor) Mothobi as Chief Director: Human Resources was confirmed effective 1 January 2018.

Three deans took up their positions – Prof JL (Wikus) van Niekerk in the Faculty of Engineering on 1 July 2017, Prof N (Nicola) Smit in the Faculty of Law on 1 August 2017, and Prof RW (Reggie) Nel in the Faculty of Theology on 1 November 2017. Prof I (Ingrid) Woolard, currently at the University of Cape Town, has joined SU on 1 May 2018 as the Dean of the Faculty of Economic and Management Sciences.

Dr LB (Leslie) van Rooi was appointed as Senior Director: Social Impact and Transformation with effect 1 July 2017. The Senior Director: Social Impact and Transformation is responsible for managing and overseeing the activities of the Division for Social Impact, the Transformation Office, SU Woordfees and the University Museum.

Mr GCS (Gerhard) Lipp was promoted to Senior Director: Legal Services effective 1 July 2017.

8. Institutional Partnerships

Besides partnerships with municipalities, referred to above, various institutional partnerships that are operationalized by relevant faculties, are institutionally supported from this RC, amongst others those with the Department of Defence, the Department of Health, municipalities, churches, the Consortium of Higher Education in the Western Cape (CHEC) and Elsenburg College. A revised agreement that strengthens the cooperation with the Department of Defence had been adopted and signed. This agreement is of high

strategic value. It is remarkable that it was renewed after the DOD for some years also considered partnerships with universities closer to their headquarters in Pretoria. A partnership of the Faculty of Medicine and Health Sciences with the Northern Cape Department of Health is being developed.

9. Concluding remarks

9.1 Appreciation is expressed to the staff of the RC who function with a good work-ethic and commitment to materialise the central quests of the University, and to all the internal and external partners on this journey.

9.2 After various policies and plans were formulated in this RC, and structures flowing from these were being established, the mode has changed in the past year to that of implementation, operationalisation, monitoring and increasingly also reporting.

9.3 Over the last three years fresh paradigms of themes like social impact, transformation and staff wellbeing are being developed. The strengthening, deepening and consolidation of these continue to enjoy priority.

In saamstappende verbondenheid

Nico Koopman

1 June 2018