

# Staff Assembly

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## Personeelbyeenkoms

2016 / 03 / 01



# Staff Assembly: Programme



11:30 – 11:55	Arrival at venue	
11:55 – 12:00	Welcoming remarks	Ms Phumzile Mmope
<u>12:00 – 12:30</u>	<b>Contextualising</b> what has become the ‘new normal’ for SA Higher Education Institutions	Prof Wim de Villiers
<u>12:30 – 13:15</u>	Facilitated discussion: Staff’s reflections on <b>events of 2015</b> and how it impacted them in terms of their work and personal life (physically & emotionally)	Facilitator: Mr Craig Arendse
<u>13:15 – 13:45</u>	Facilitated discussion: <b>Going forward in 2016</b> – staff’s expectations from University Management and what staff can do themselves in order to deal effectively with the ‘new normal’	Facilitator: Mr Craig Arendse
13:45 – 14:00	Summary of inputs and <b>concluding remarks</b>	Prof Wim de Villiers
14:00	Closing remarks and <b>light lunch</b> ( <i>brown bag</i> )	Ms Phumzile Mmope





## The 'new normal' for HE in SA, with special reference to SU

Prof Wim de Villiers, Rector & Vice-Chancellor



# Outline of presentation

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1. Introduction
2. Looking back at 2015
3. Looking ahead at 2016 and beyond
4. Conclusion

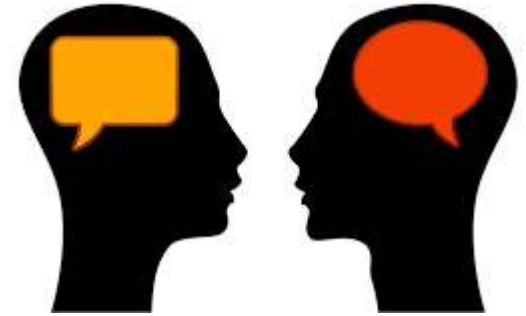


# (I) Intro: Purpose of this meeting



## ‘OPEN DISCUSSION’ ...

- ‘Conversation without borders’
- ‘Talk about anything, but never insult, quarrel’
- ‘Free expression of *own* opinions  
+ Attentive listening to opinion of *others*  
= meaningful interaction’
- ‘Circulation of ideas as essential to society/university as the circulatory system is to the human body’



(Johan Degenaar; NP Van Wyk Louw, quoted by De Villiers in Inauguration Address, 29 April 2015)



# (I) Intro: Purpose of this meeting

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## ‘OPEN DISCUSSION’ ... AMONG STAFF :

- The University’s most precious resource
- Academic & **PASS (Professional and Academic Support Staff)**, on all levels
- Without staff, we cannot realise our VISION





# Vision 2030

“Stellenbosch University is inclusive, innovative, and future focused: a place of discovery and excellence where both **staff** and students are thought leaders in advancing knowledge in the service of all stakeholders.”

*(SU Institutional Intent and Strategy*  
<http://www.sun.ac.za> > Strategic Documents)





# Institutional Plan 2016–2021

“**Staff members** are appreciated, and their contributions acknowledged, and their professional development is also encouraged. They are highly skilled and make a difference to the University and its students.”

*(SU Institutional Intent and Strategy*  
<http://www.sun.ac.za> > Strategic Documents)





## (2) Context: **Looking back at 2015**



# 2015 a turning point

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“Higher education in SA will never be the same again after the week of 19 to 23 October 2015.

The #FeesMustFall campaign redefined our sector in ways that was not imaginable even days before.”

(Management Report, SU, Nov 2015)

“...the policy issues that the students are dealing with now – decolonising the curriculum, changing the composition of the professoriate and finding money for free education – are far more complex than bringing down an oppressive regime.”

(Mangcu, 2015/11/02)



# Characteristics of the student movement

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- Lived experience, politics of emotion, focus on the present, direct democracy, suspicion of formal structures, various/varying groups, social media
- “The strategy of a non-party-aligned, no-formal-leadership mobilisation through social media is remarkably similar to how Manuel Castells ... describes new forms of social movements – from the ‘Arab spring’ to the Occupy Wall Street movement in the USA” (Cloete, 2015:1)



# National context – main moments 2015



- Rhodes Must Fall (UCT, 9 March 2015)
  - Open Stellenbosch (mid-April)
  - Rhodes University
  - Oxford, Edinburgh, Berkeley
- 2<sup>nd</sup> National Higher Education Summit on Transformation, Durban, 15-17 October
- #FeesMustFall (Wits, mid-October)
  - National lockdown
- March on Parliament (21 October)
- March on Union Buildings /  
Meeting with President Zuma (23 October)



# National context – main issues 2015

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## Access: fees/affordability of HE

- 0% fee increase for 2016
- Free education (reminding ruling ANC of policy)

## Access: institutional culture

- Decolonisation of education
- Racial transformation of universities
- Language

## Outsourcing/insourcing

- Workers' rights



# Possible root causes

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## Inequality

- Inequality has increased since the fall of apartheid
- Most unequal society in the world (Gini coefficient = 0.66)

## Poverty

- 60% of black African families earn below R4 125 per month
- University fees upwards of R40,000 makes HE an unattainable dream

## Unemployment

- One-third of youth aged 15-24 are not employed or in HE
- 36% of students who start Grade 1 complete Grade 12

## Composition of academia

- Numbers: white academics make up 53% of full time permanent academic staff in a population where whites make up only 8%
- Patterns of thinking; the style and content of teaching

(Baloyi & Isaacs, 2015)



# Local context – main moments 2015



- Human Dignity March (March)
- Open Stellenbosch (April)
- Removal of Verwoerd plaque (May)
- Racist SMS = termination (May)
- Class disruption (July)
- Announcements: Language Task Team, Transformation Office, Research Chair in Transformation
- Announcement of R70m investment in staff diversity
- #Luister video (August)



# Local context – main moments 2015



- Parliamentary Portfolio Committee (September)
- Students occupy Admin B (October)
- Mass meeting outside Wilcocks (Oct)
- Peaceful Midnight Mass, Rooiplein
- Protest on Tygerberg Campus
- Mass meeting, c/o Ryneveld St & Merriman Ave
  - Agreement: interdict, fees, exams





# Local context – main issues 2015



- Fees/affordability
- Institutional culture
- Outsourcing/insourcing



# Some lessons learnt

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- SU students as thought leaders
- Support for poor students
- Proactively engage with students & staff
- Ensure that transformation is a collegial effort
- Better communication with all stakeholders
- Broad consultation to include marginalised voices



# Some lessons learnt

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- Protocols required to deal with dissent and protest
- Support staff & students emotionally and to develop appropriate knowledge, skills and values
- Nimbleness to deal with constantly shifting context
- SU not an isolated “island of tranquillity”
- In any unequal society lacking social cohesion, regular crises can be expected



# Thanks to SU staff members



## Exams

- Postponed by a week – huge logistical challenges
- Two exam opportunities successfully concluded

## Graduation

- Nine ceremonies in December, as scheduled
- **5 024** qualifications awarded, a record for December
- Record No. of PhDs in 2015 (Dec '15 + Mar '16): **266**



### (3) Context: 2016 and beyond



# National: What is different from 2015?

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## Student movement

- Internal divisions
- Involvement by political parties and other ‘outsiders’
- Violence and destruction

## Universities South Africa

- Sectoral coordination
- Joint statements: “**obligated to protect staff, students, property**”

## DHET / Government

- Additional funding made available
- Presidential Task Team
- Coordination
- Communiqués: “**criminal vandalism cannot be tolerated**”



# Local – main moments so far in 2016

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## Outsourcing/insourcing:

- Key principle = human dignity
- Moratorium on new outsourcing
- Once-off ex gratia payment of R2 000 to workers affected by the protests on SU campuses in 2015
- Subsidy to ensure parity between salary of external workers and entry-level SU employees' R5 000
- Possible restitution for former outsourced SU employees



# Local – main moments so far in 2016

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## Language:

- Council Nov 2014: Equal status for Afr & Eng
- Council Nov 2015: Multilingualism without exclusion
- Council Feb 2016: Flexibility
- Formal review of Language Policy and Language Plan, aiming for Council meeting of Jun 2016
- With a view to implementation from Jan 2017





# Local – main moments so far in 2016

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## **‘Purple face’ incident:**

- Alleged ‘blackfacing’ at Heemstede
- Internal investigation clears implicated students
- Temporary suspension lifted; back in res
- Management expresses regret
- Independent Commissioner to investigate



# Support to all staff

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- Fundamental principle – SU should protect its staff
- Will lodge complaints and take appropriate action in all cases where SU staff are harassed, victimised or threatened (physical and otherwise)
- In ‘purple face’ case, some SU staff were subjected to threats and even slander
- SU has decided to lodge a formal complaint with the Human Rights Commission



# Rules of engagement

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‘Values should guide public discourse at SU’:

(1) Excellence

(2) Shared accountability

- Jointly responsible for achievement of SU vision

(3) Empathy

- Promote human dignity through a culture that is respectful – self-respect, respect for other people, and respect for the physical environment.

(4) Innovation

(5) Leadership in service of others

- Promote wellness by leading with humility, responsibility and understanding

(RMT statement, 10 Feb 2015)



# Local – main moments so far in 2016



## Institutional Planning Forum (24-25 Feb)

- Analysed higher education nationally and globally
- Kick-started process of reviewing / adjusting IIS
- Repositioning SU for the future



# Hitchhiker's Guide to the Future

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- Anything that is in the world **when you're born** is just a natural part of the way the world works
- Anything that's invented when you're **15–35** is new and exciting and can land you a job
- Anything invented **after you're 35** is against the natural order of things

(Douglas Adams, *The Salmon of Doubt*,  
quoted by [Dr Morné Mostert](#),  
[SU Institute for Futures Research](#))



# World of work is fast changing



BBC

Sign in

News

Sport

Weather

Shop

Earth

## NEWS

Home

Video

World

UK

Business

Tech

Science

Magazine

Enter

Education & Family

## Penguin scraps degree requirement

By Sean Coughlan

Education correspondent

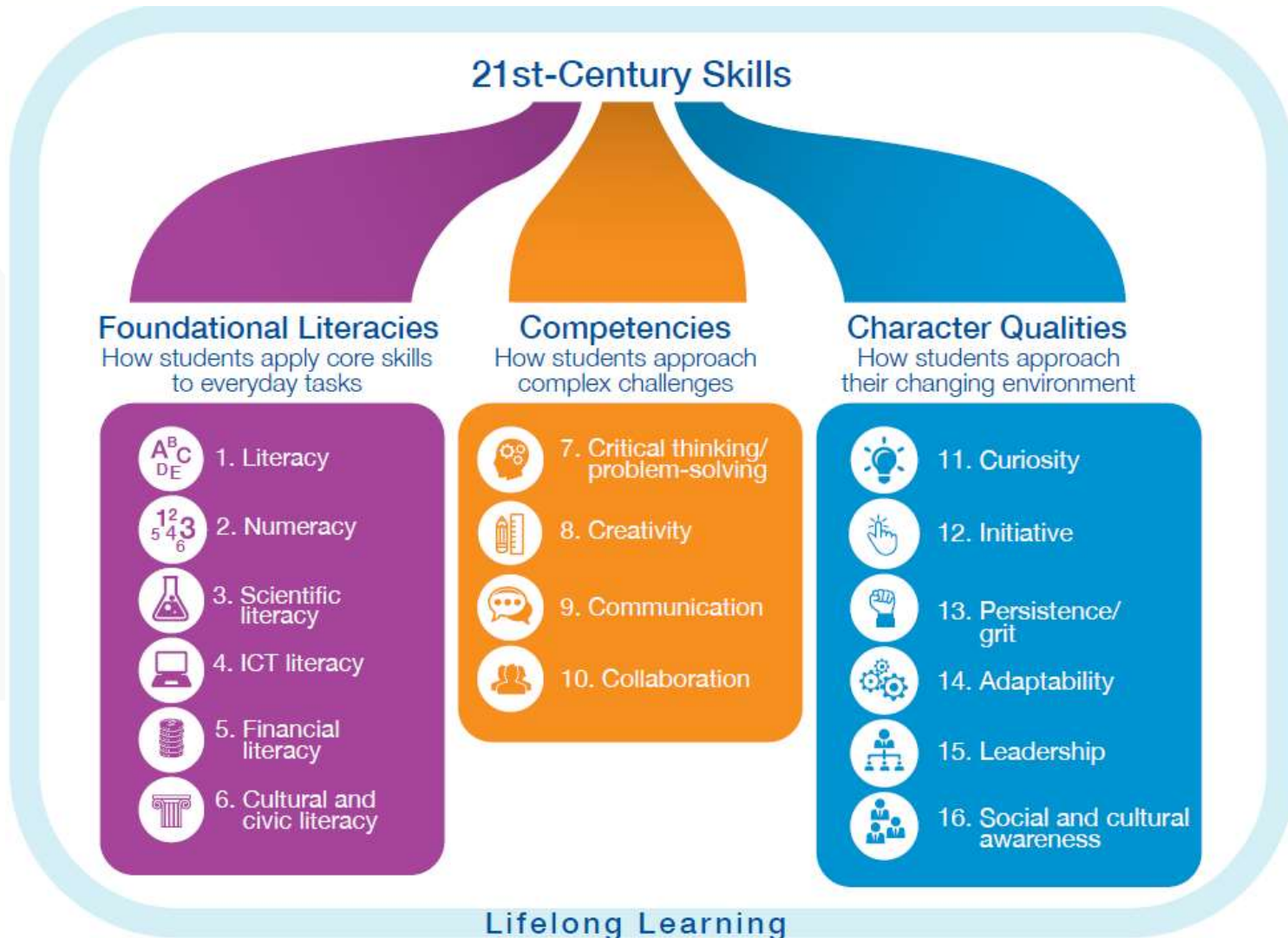
🕒 18 January 2016 | Education & Family | 💬 647



**pwc**



# Implications for graduate attributes



# State of the world's population



There are more young people between the ages of 10 and 24 today than at any other time in human history



(United Nations Population Fund, UNFPA)





# Welcome to the Information Age



Lifestyle > Tech > News

## There are officially more mobile devices than people in the world

The world is home to 7.2 billion gadgets, and they're multiplying five times faster than we are

Zachary Davies Boren | @zdboren | Tuesday 7 October 2014 | 0 comments



(Slide by Dr Morné Mostert, SU Institute for Futures Research)

<http://www.independent.co.uk/life-style/gadgets-and-tech/news/there-are-officially-more-mobile-devices-than-people-in-the-world-9780518.html>



# Important themes for SU's future

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**People and institutional culture:** Inclusivity, diversity, a focus on staff profile

**Research:** Align strategic research themes with NDP & SDGs

## **Teaching & Learning:**

- Emphasis on *how* students learn, not *what*
- Curriculum review



# Important themes for SU's future

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**Internationalisation:** Implications for T&L, research, social impact and systemic sustainability

**Engagement as a local corporate citizen:** contributing to democratic community of our surrounds

**Systemic sustainability:**

- Mounting pressure on organisational resources
- Collective responsibility to protect planet

**= “New African University”**

- Locally relevant, globally competitive
- Innovative, flexible



## (4) Conclusion: Change Leadership

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- Meaningful change is all about the institutional culture, and the culture is all about the people.
- You can begin to affect the culture of your institution no matter what your job description.

- Buller, 2015

- Forward together!



**Thank You • Dankie • Enkosi**

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