

Stellenbosch University

Institutional Plan

2017 – 2022

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ABBREVIATIONS

C1	Academic staff
DHET	Department of Higher Education and Training
FE-C1	Fulltime-equivalent academic staff
HEMIS	Higher Education Information Management System
IIS	Institutional Intent and Strategy 2013 – 2018
ICT	Information and Communication Technology
IMM	Integrated Management Model
IP	Institutional Plan 2017 – 2022
IT	Information Technology
L&T	Learning and Teaching
PASS	Professional and Administrative Support Services
RC	Responsibility Centre (Headed either by the Chief Operating Officer or a Vice-Rector)
SDG	Sustainable Development Goals
SI	Social Impact
SMIs	Strategic Management Indicators
SU	Stellenbosch University

VISION

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.

FOREWORD

Stellenbosch University (SU) is a leading research-intensive university in South Africa and on the African continent. This is confirmed by our favourable international position on several rankings (improved this year to 395 on QS ranking), as well as by the extensive cooperation we have with several eminent universities worldwide.

The higher education sector is in constant transformation mode across the country and the globe. The transformation is impacting on economic, social, global and technological dimensions and will bring about changes and challenges that are inevitable.

Among the major challenges that SU foresees, is the issue of financial sustainability. In the light of the continuously increasing demand for Government to increase spending on higher education per student, the reality is that there is a decline and the income from the state has become an ever smaller portion of SU funding – to a level far below the need to optimally operate this national asset and to ensure the systemic sustainability of this world-class research-intensive university. This stated, we recognise with appreciation the financial support of Government through major investments in universities to counter the impact and challenges of the #FeesMustFall and student activism, and the additional support for NSFAS funding and to families earning less than R600k per annum.

Besides its academic excellence, the future of SU will be determined by the size and shape of our institution, the use of technology and digital platforms for programme delivery and student support, the establishment of an inclusive culture, and the promotion of diversity and transformation.

In reaction to all these challenges and opportunities, SU follows its **Institutional Intent and Strategy 2013 – 2018** (IIS) in a strategic and flexible approach for institutional excellence. This includes Vision 2030, which guides us in our endeavour to create an inclusive environment, to be the leaders in innovation, as well as to think more future-focused. The **Institutional Plan 2017 – 2022** (IP) is an integral part of SU's annual planning and serves as a directional document to realise SU's strategic priorities. This plan gives new momentum to how things are done and how we plan to achieve our goals in a sustainable manner.

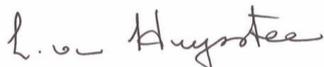
More and more SU will create new products, tap into new markets, enable the transfer of technology, commercialise intellectual property and integrate fully with the industry with regards to relevant training programmes, and appropriate and inter- and multi-disciplinary research. SU functions in a highly competitive environment concerning talent, namely to attract and retain good staff members and also to attract students of the highest potential. Within this context, multilingualism at SU is an instrument to broaden access and in fact is one of SU's unique value propositions.

SU's integrated management model must be flexible in order to cope with the challenges, to take advantage of the opportunities, to remain relevant and to be systemically sustainable. We need to be ready to review our systems and processes in order to apply innovative systems and processes. Since the start of our strategic planning process for 2017 and beyond, we realised the **Institutional Intent and Strategy 2013 – 2018** should be revised – a process that has already started.

The development of the IP has gone through a well-documented, extensive, iterative and consultative process, involving all the relevant decision makers and role players. There had been constant focus on the integration of strategies and action plans between the three core business areas (Learning and Teaching, Research and Social Impact), while the integrative value addition of the Professional and Administrative Support divisions was under constant scrutiny.

Special emphasis was placed on **Systemic Sustainability** as an Institutional Strategy due to the national crisis in Higher Education in South Africa, as well as the general economic outlook and the risks impacting on the university.

The Strategy and the IP of SU underlies the budget for 2017 and the financial planning for 2018 – 2022. Therefore, both the IP and the budget will be submitted to the SU Board and to the Department of Higher Education and Training.



Prof Leopoldt van Huyssteen
Chief Operating Officer



Prof Hester C. Klopper
Vice-Rector: Strategic Initiatives and
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EXECUTIVE SUMMARY

It is important for a university to have a clear vision for the future, a suitable and flexible business model, and to develop strategies and plans to reach goals, which are in line with national and global long term trends. It is a prerequisite that the University-wide Institutional Strategies are directed by an overarching **Institutional Plan (IP)**, which stands in the centre with the **Institutional Intent and Strategy 2013 – 2018 (IIS)** on the one side and the respective environment plans of faculties and professional and administrative support services (PASS) on the other side. The core business should be at the centre of all these plans.

The revision of the IP is part of the University's annual planning and management cycle. Its purpose is to meaningfully integrate and effectively coordinate SU's institutional intent, strategic priorities and strategic goals in order to utilise the scarce resources (manpower, funding, facilities and equipment) of the University in a responsible and balanced manner. The IP is a rolling plan, which is updated on a yearly basis and describes the concrete actions and states the expected outcomes. In this way, planning, budgeting, execution, reporting and evaluation becomes a holistic performance cycle.

In order to strategically position Stellenbosch University (SU), and to grow as a modern research-driven university, the **institutional strategies** are to broaden access, maintain our excellence, increase our impact on society, expand internationalisation, advance systemic transformation, enhance systemic sustainability and execute the campus renewal project. Each of these seven Institutional Strategies will inform main strategic objectives, which will in turn form the basis for the operational plans of responsibility centres and faculties. It will also be used to guide the performance agreements of executive management members and to inform the Strategic Management Indicators (SMIs).

Key overarching SMIs have been formulated to measure progress in achieving the institutional strategies and goals. For each of the strategic priorities, as well as the previously indicated strategic goals, the specific, highest priority actions determined by each faculty and by each PASS division are documented in this **IP**. The full details were developed in separate operational plans for each responsibility centre. In these plans, the faculties and PASS divisions indicated how their action plans will allow them to achieve the goals of the University.

These strategic actions do not function in isolation but involve integrated planning and supporting processes. The dimensions of these are set out in the University's Aspirational Business Model as well as in its Integrated Management Model. A detailed investigation of, and insight into, this model put Management in the position to accentuate specific strategic priorities and actions in focussed business models and plans for specific time horizons, in this case 2017 – 2022.

The management governance cycle is completed by an integrated annual report, which enables us to communicate in a clear and concise way how we use our capitals to generate value in the short, medium and long term. One of the important objectives of integrated reporting is to demonstrate the shared and collective responsibilities of all faculties and PASS divisions to deliver on SU's targets.

1. CONTEXT AND POSITIONING AS A LEADING RESEARCH-INTENSIVE AFRICA UNIVERSITY

Stellenbosch University's (SU) **Institutional Intent and Strategy 2013 – 2018** (schematically summarised in **Addendum A.2**) serves as the basis for the positioning of the University. Vision 2030, as embodied in the IIS

(http://www.sun.ac.za/english/Documents/Strategic_docs/IP%20english%20website.pdf), was approved in March 2013 by the SU Council with the following key characteristics: inclusivity, innovation and future-focused. These three characteristics can be viewed as the golden thread, which guides all levels and elements of the Institutional Plan. The realisation of Vision 2030 is supported by three strategic priorities: **broadening access, maintaining excellence, and increasing our impact on society**. These strategic priorities also relate to our country's Constitution and the outcomes of the National Development Plan, of which one of the focus areas is access for students to higher education institutions as well as the successful completion of these students' studies. Amidst the inevitable changes in the economical, social and global environment, the processes of repositioning and transformation, (size and shape, use of technology, establishment of an inclusive culture, and promotion of diversity) are supported and further expanded. In terms of these processes, SU has the strategic intent to disseminate its current knowledge base to more and to new markets, such as learn-and-earn students, the introduction of diploma and certificate courses and repackaging its expertise in other ways as offerings to new markets to broaden access. All of these manifests very pertinently in SU's strategic priorities. This positioning is anchored in the strategic foci: student success (broaden access), diversity (staff and students), SU's knowledge base, and systemic sustainability. Due to the specific overarching strategies SU are embarking on, some of these focus areas have subsequently been expanded in this Institutional Plan (IP) to the level of Institutional Strategies and include: expanding **internationalisation**, advancing **systemic transformation**, enhancing **systemic sustainability** and executing the **campus renewal project**.

Technology and digital connectedness are accepted worldwide as one of the drivers for the positioning as a leading research-intensive Africa university, which reacts appropriately to the environmental changes. For example, the international economy is moving towards a global network of value and knowledge, which is supported by the abilities of individuals and organisations to utilise technological developments effectively. The technology and digital connectedness allows for extensive building of networks, expansion on internationalisation, broader availability of knowledge resources that can be mobilised to ensure frequent interaction between partners, students, lectures, stakeholders, *etc.* This allows for the generation of knowledge that makes research relevant by creating new products and services for the benefit of the broader society.

Other factors in the contexts of universities include an increased demand for higher education against the #FeesMustFall campaign, changing social needs, a lack of space in traditional universities, high population growth and limited resources. Of note is that the preparation of this IP coincides with the continued national student protest action under the #FeesMustFall

banner. This has brought about a renewed focus on higher education as a national challenge. Although many aspects of the campaign fall outside of the realm of the university to handle, it has sparked an urgency for transformation. It is evident that the strategies, structures, processes and programmes of universities must change and be flexible in order to react timeously to the changes in both the external and internal environments. In being future-focused the university must position itself much more for growing other income streams besides the state subsidy and student fees.

2. INSTITUTIONAL STRATEGIES

The overarching strategic priorities of the University, as set out in the **Institutional Intent and Strategy 2013 – 2018**, focuses on broadening access, maintaining momentum on excellence, and increasing social impact. For the 2016 – 2021 IP, expanding internationalisation and advancing systemic transformation was added and for the 2017 – 2022 IP enhancing systemic sustainability and executing the campus renewal project. Each of these seven Institutional Strategies will inform main strategic objectives. These objectives form the basis for the operational plans of responsibility centres and faculties and are used to guide the performance agreements of executive management members, and inform the Strategic Management Indicators (SMIs). In **Addendum A.1** a visual representation of the integration of all of these elements are shown. Each of the strategic themes is discussed below, and the most pertinent strategic objectives for each listed. Further elucidation of the execution of these strategic priorities by faculties is given in the different environments’ business plans. Details of the enabling professional and administrative support services (PASS) environments’ strategies and actions are again given in the respective environment plans of the different responsibility centres. Overarching strategies for both the responsibility centres and faculties are set out in this document (**Addendum B**).

2.1 Broadening access

We aim to broaden access to the university by i) serving new knowledge markets, and ii) increasing the diversity profile of staff members and students. Besides school leavers, new markets include the “learn-and-earn” market and the offering of diploma and certificate courses. These will be specifically indicated as part of the strategic objectives. To increase inclusivity at SU, multilingualism has been expanded. The new SU Language Policy (approved by Council in June 2016), provides the basis for broadening access. The faculties’ contributions to multilingualism are used in calculating the institutional SMIs (5, 6 and 7) of SU, as shown elsewhere (**Addendum A.4**) in this **Institutional Plan**. With the implementing of the new SU Language Policy, three SMIs will be used to measure and forecast the multilingual offering: one each for the application of parallel medium, dual medium and single medium module credits.

Through the use of technology, we can expand our academic offering to support students (through virtual and blended learning), as well as to put SU in a position to explore other student markets. This also contributes to the diversity of our university in terms of people,

knowledge, ideas and perspectives. Academic excellence is limited without the intellectual challenges offered by a diversity of people and ideas. We prepare our students to work in the unique diverse context of our country and continent.

Size and shape are important determinants for broadening access to Stellenbosch University. We will commence with modelling and planning to accommodate the envisioned growth as per our current vision for 2030. This will entail a review of facilities needed and various scenarios for growing so-called “mode 2” learning (non-residential, online, blended, *etc.*) and other forms of learning instead of the traditional on-campus face-to-face mode, where we are already constrained by demands for physical space. We expect that scenarios for increasing growth at postgraduate level and curtailing face-to-face undergraduate growth may broaden access and play an important role to further promote SU’s strategic positioning.

Strategic objectives for broadening access are:

- To implement the new Language Policy to facilitate multilingualism and thus ensuring broadening access.
- To explore new markets (*e.g.* learn and earn) and develop relevant programmes and delivery systems.
- To manage enrolment planning according to the set guidelines and actual enrolments.
- To ensure student access with success by admitting eligible students from diverse sectors of the community and providing support to successful completion.
- To influence and manage size and shape of student body composition through increased Black African, Coloured and Indian/Asian (BIC) students and growth in mode 2 offerings.
- To finalise and implement the new SU Admissions Policy, which is aimed at admitting a diverse student body with the potential to succeed, and maintaining and promoting academic excellence through diversity.
- To increase blended learning options to enhance learning, teaching and assessment.
- To broaden access and create developmental opportunities through the coordination and advancement of the impact of university environments on schools and the broader community.
- To leverage appropriate partnerships that increase the bursary funding pool, thereby broadening access.
- To position the SU brand in such a way that it will attract Black African, Coloured and Indian students for all faculties.
- To identify and analyse stakeholders to be targeted with a view to broadening access, and to develop effective communication programmes in cooperation with the appropriate internal division.
- To create a sustainable model for student registration that will facilitate student success and throughput.

2.2 Maintaining Momentum of Excellence

The momentum of excellence will be sustained by maintaining student success rates and by positioning the University as one of the foremost research-intensive institutions in Africa. SU

serves the country, the region, and the continent by contributing to the knowledge base, demonstrating relevance, serving several stakeholders and contributing to the realisation of the 17 Sustainable Development Goals.

Strategic objectives for maintaining excellence are:

- To reduce the time for completion of masters and doctoral degrees to an average of 2 years for the masters' degree and 4 years for the doctoral degree. In order to ensure the sustainability of the postgraduate program the retention and success of postgraduate students will be actively managed.
- To maintain our leading position regarding our publication output by: Firstly, identifying all research inactive academic staff and supporting them to become research active and secondly, growing the Post-doctoral fellow cohort to 350 and managing their research output to achieve an average of 1.5 publication units per fellow per year. The number of postgraduates that will enrol each year, on the one end and the number of postgraduates that will graduate each year, on the other end (pipeline) will be projected and closely monitored for workload of academics as well as for financial sustainability.
- To grow the post-doctoral fellow number to 350 in 2018, in line with the Young Academic star strategy.
- To increase the number of postgraduate students to 40% of the total student cohort by 2018 by increasing the supervision capacity differentially where capacity exists. (The undergraduate to postgraduate ration is currently around 32%. Some faculties have however reached their capacity regarding postgraduate supervision. Nevertheless, there are academics that do not have any postgraduate students.)
- To foster an innovation ethos on campus to even further develop our Intellectual Property portfolio, to establish Innovation Hubs in each of the Research Subcommittees A, B and C and to develop an incentive scheme for innovation.
- To ensure quality and delivery efficacy of academic programmes by advancing academic staff's L&T skills, and extending student learning in faculties to the living and co-curricular environments.
- To maintain and improve, where relevant, undergraduate and honours teaching outputs.
- To provide capacity building offerings to support the graduate attributes programme.
- To foster excellence and encourage achievement through partnerships that fund and support human capital development for research excellence.
- To recognise outstanding alumni for their contribution as thought leaders advancing global knowledge and maintaining the prestige of SU education.
- To position the SU brand and promote its academic excellence in such a way that it will attract postgraduate students and post-doctoral fellows from the designated groups.
- To develop effective communication programmes to showcase the institution's excellence in terms of student success rates, research output, specialised (niche) scientific fields and staff expertise.
- To contribute to governance excellence by repositioning the institutional secretariat function as an enabler in this regard.

2.3 Enhance Social Impact

Committed, passionate and visionary leadership is required to position our University as one of the foremost institutions on the continent. The consistent and intentional focus upon the generic and specific social impact of learning and teaching, research and innovation, enhances the transformative social impact of the University. By aligning diversity, relevance and systemic sustainability, and maintaining excellence in learning and teaching, research, and engagement, the process of transformation will be a continuing and inclusive one, and ultimately resulting in social impact and “making a difference”.

The strategic objectives for social impact are:

- To develop a strategic plan for social impact that will be used as framework across the university by faculties and in professional and administrative support services.
- To strengthen and expand relevant institutional partnerships for increased social impact.
- To establish comprehensive rural platforms to support learning and teaching, research, innovation, social impact and transformation.
- To promote scholarship of social impact and engagement through the development of a theoretical framework, transdisciplinary collaboration, and assessment criteria to measure social impact.
- To position the SU brand for the future in collaboration with the 2018 Centenary Project to ensure maximum social impact through celebration of the past and repositioning of the university for the future.
- To recognise the contribution of SU alumni to social impact across a diverse spectrum of social priorities.
- To seek funding and sponsorship that assists in creating creative and scientific talent that encourages youth development and economic participation.
- To strengthen rural communities empathetically and to build the democratic community of Stellenbosch.
- To position the SU brand in terms of its thought-leadership, relevance and the social impact of its core activities;
- To develop communication programmes linked to the 2018 Centenary Project to enhance the SU brand.

2.4 Expanding Internationalisation

Internationalisation is embedded in SU’s Strategic Intent and Strategy and the university is committed to local relevance, regional impact with a global reach as universities operate in an increasingly international context. Globalisation brings new opportunities and new challenges to an increasingly interconnected and interdependent world. Stellenbosch University aims to equip its graduates and academics as global citizens to prosper in this world with potential greater volatility and increasing pace of technological innovation; but more than that, we want to empower them to make internationally significant contributions that positively impact on society world-wide.

Strategic objectives for internationalisation are:

- To develop a strategy for internationalisation that will provide directions to the subsequent internationalisation strategic plan and the implementation of the plan.
- To develop a framework for the Africa footprint outside the borders of South Africa, *inter alia* by expansion of the scholarship capacity development initiatives across the continent through the utilisation of existing partnership or establishment of new ones.
- To develop an electronic system to establish and maintain a database of all networks, partnerships, and collaboration agreements.
- To build, strengthen and support international alumni hubs in order to broaden the SU networks internationally and to raise the University's profile in key territories.
- To leverage existing and new international networks in order to raise the profile of the University's achievements amongst international philanthropists, university partners and institutional funders.
- To position the SU brand as a significant role player in higher education in Africa and abroad through effective external communication programmes with the objective to create greater visibility in the public domain.

2.5 Advancing Systemic Transformation

Transformation refers to the profound and sustainable change and renewal of all facets of the being and functions of the University, towards higher levels of excellence through diversity, access and success, inclusivity and co-ownership, future-orientatedness and innovation as articulated in the Institutional Intent and Strategy. A transformative university also contributes to the transformation of society towards higher levels of dignity and healing reconciliation, justice and freedom as articulated in the Bill of Rights of the 1996 Constitution of the Republic of South Africa.

Systemic transformation refers to the comprehensive and inclusive nature of transformation. Systemic transformation is integrated, embedded transformation that involves all the programmes and people, policies and plans, processes and procedures, practices and partnerships, institutional culture and values of the University. Systemic transformation implies that the University functions in transformation and renewal mode in a constantly changing local and global environment.

An institutional Transformation Implementation Plan (TIP), which will serve as framework for the transformation implementation plans of other responsibility centres, faculties and academic professional support divisions, is in the process of being finalised. This plan paves the way for the further development of Strategic Management Indicators, inclusive of quantitative measures, but will especially include indicators for qualitative transformation, *e.g.* the renewal of institutional culture. These developments will coordinate, structure, expand, deepen and advance the current transformation processes of the University.

Strategic objectives for systemic transformation are:

- To accelerate the process of institutional systemic transformation through the finalisation of the Transformation Implementation Plan (TIP) and the SMIs to measure the implementation.
- To build and enhance a supportive, inclusive environment in faculties and professional and administrative support services to integrate transformation initiatives that value diversity.
- To develop an institutional culture of human dignity, equity and justice.
- To attract global investments in transformation congruent with the development strategy.
- To provide opportunities for more diverse alumni affinity and engagement in order to demonstrate SU's commitment to systemic transformation.
- To promote institutional systemic transformation and the TIP among internal and external stakeholders.
- To position the SU brand as an institution that embraces transformation.
- To drive the process of the (re)naming of buildings, rooms and objects so as to support and make visible the renewal of institutional culture in terms of inclusivity, co-ownership and future-orientatedness.
- To implement the new Student Disciplinary Code which will amongst others facilitate transformation from a judicial orientated process system to an administrative justice process to better address the unique requirements of the student discipline process in the context of the South African constitutional democracy.
- To reposition and staff Legal Services to address the challenges that come with an ever evolving higher education environment and to support the policy and structural drafting, approval and implementation – compare in particular the Language and the Admissions Policies – as well as changing student profile.

2.6 Enhancing Systemic Sustainability

“Sustainability - a systemic concept relating to the continuity of economic, social, institutional and environmental aspects of human society - implies that the critical activities of a higher education institution are (at a minimum) ecologically sound, socially just and economically viable, and that they will continue to be so for future generations. A truly sustainable university would emphasise these concepts in its curriculum and research, preparing students to contribute as working citizens to an environmentally sound and socially just society. The institution would function as a sustainable community, embodying responsible consumption of food and energy, treating its diverse members with respect, and supporting these values in the surrounding community.” (*University Leadership for a Sustainable Future, Sustainability Assessment Questionnaire.*)

The dimensions of SU's Aspirational Business Model (**Table 4.1**) are well-integrated to ensure systemic sustainability across the university. The ultimate goal is to create a sustainable environment of inclusivity, transformation, innovation and diversity, and to maintain excellence with a focus on the future.

The importance of systemic sustainability as one of the Institutional Strategies of SU is the following:

- Sustainability issues can have a material effect on the university's risk profile, performance potential and reputation and hence have a financial impact on SU.
- Innovations in processes and procedures are critical in order to benefit financially from sustainability issues.
- Different faculties and professional and administrative support services have different sustainability issues that are material for financial performance.
- The management of sustainability issues needs to be deeply embedded into an organisation's culture and values. Particular mechanisms mentioned by researchers in this regard include:
 - Responsibility at the board level (ideally the CEO);
 - Clear sustainability goals that are measurable in quantity and over time;
 - An incentive structure for employees to innovate; and
 - External auditors, which review progress.

Specific strategic objectives for systemic sustainability includes:

- To implement holistic academic programme renewal to ensure relevance and improve cost-effectiveness of offerings to students.
- To explore new knowledge markets by increased accommodation of the 'learn and earn' students through offering of short courses, certificates and diplomas and to ensure return on investment in ITC.
- To review the existing Bursary and Loan Policy in order to ensure that the funds are really spent strategically.
- To provide 'in time' SMI information for decision making by executive management and deans. Agreement is needed on the type of information needed as well as the required frequency.
- To enhance the profile and social sustainability of personnel through the established practice of integrated workforce planning.
- To review the personnel related policies overall, inclusive of remuneration policy and promotions policy.
- To develop strategies to increase the 42% of costs of the budget allocation to Remuneration to the level that it should be, and develop cost-effective staffing plans throughout the university.
- To develop an integrated Arts and Culture plan for the university that will ensure the sustainability of this important faculty and the associated entities.
- To establish a limited number of research entities/themes to focus on the achievement of the Sustainable Development Goals (SDG).
- To increase the current Indirect Cost Recovery (IDCR) percentage from 17% to a market related IDCR of 25% and to negotiate the payment of IDCR with organisations that currently do not pay IDCR – to a value of between 0% and 25%.
- To develop a program, together with the Finance Division, to manage the third stream income in real time, to better predict the cash flow for third stream income.

- To save 10% on the Library budget by 2018. Currently a process has been put in place to rationalize the materials budget by, *e.g.* cancellation of expensive journal subscriptions that are not used frequently enough in order to accrue savings on the materials budget. This process will continue and be expanded to maximize the savings that can be attained.
- To roll out the IT strategy in 2017 using a phased approach in close collaboration with the ICT in the Teaching and Learning program.
- To solicit an Endowed Chair for the Africa Open Director in the Department of Music as soon as possible. The VR: Research, Innovation and Postgraduate Studies will be sponsoring this position's salary starting in 2017 for a two-year period. The process has already started.
- To establish an action plan to manage the downward spiral of cross-subsidisation and to achieve sustainability of faculties that are either not financially sustainable or under financial pressure but still have sufficient financial reserves.
- To develop a project plan and implementation of the plan to revitalise the Faculty of Humanities and Social Sciences to ensure financial and systematic sustainability.
- To revise the existing Institutional Intent and Strategy (2013 – 2018) and develop a new IIS for 2018-2023 with an appropriate focus on Systemic Sustainability.
- To develop Strategic Management Indicators (SMIs) for Systemic Sustainability.
- To increase fourth stream income that builds the endowment of the University to assist future sustainability.
- To increase unrestricted philanthropic giving to the University in support of its strategic goals.
- To pursue philanthropic funding and sponsorship of academic and research chairs.
- To promote the systemic sustainability objectives of the Institutional Plan among internal stakeholders through effective communication programmes.
- To position the SU brand as a 'responsible institutional citizen' and neighbour.
- To implement the Records Management Policy and maintain, protect, retain, and dispose of institutional records on a digital platform in accordance with fiscal, legal and historical requirements, and intentionally and increasingly scale down on paper-based processes at an institutional level.

At the moment, an embedded model, similar to the one for managing SU's Institutional Risks, is being followed to manage towards systemic sustainability. However, this embedded model needs to be "formalised" to a greater extent with a responsible manager for Systemic Sustainability.

2.7 Executing the Campus Renewal Project

The Campus Renewal Project (CRP) was approved by the SU 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 of SU. SU Management and the Council recognised that the physical facilities of the University are strategic assets and essential enablers of a world-class and a systemic sustainable university.

The purpose of the CRP is to raise the standard of the University's physical facilities to those of a world-class research-intensive university. An amount of R2,2 billion over a period of 7 years was earmarked for the CRP, which would need to be sourced from Department of Higher Education and Training (DHET), Facilities Management's own maintenance budget and R1,4 billion from Council funds, the Stellenbosch Trust and the possible sale of dormant assets.

The **strategic goals** of the CRP are:

- Backlog maintenance to address the most urgent problems in terms of safety, compliance with statutory requirements, service disruption as well as reputational risks.
- Strategic fast-tracking of SU's infrastructure renewal, upgrading and refurbishment.
- Consistent application of guidelines that address future-orientated design of facilities for higher education institutions such as sustainability, densification of space (optimal building utilisation), generic, flexible and adaptable designs, access to latest technology, adaptability to new teaching methods, design principles for safe spaces, accessibility, security, universal design and optimisation of life-cycle cost.
- Provision of functional future-focused infrastructure that is aimed at 2030 requirements, and even beyond, where possible, within the available budget.

The CRP's **specific objectives** include the:

- Development of funding strategies for the project:
 - Engagement with the Stellenbosch Trust.
 - Active engagement with DHET to get financial support for the project.
 - Identification and possible alienation of dormant assets.
 - Application for Council Funding.
- Ongoing alignment with the objectives of the ICT Project as was approved by Council in May 2014.
- Implementation of a Project Management Structure to ensure good governance and effective execution of the project:
 - Implementation of project methodology.
 - Implementation of authority delegations.
 - Implementation of project cost control.
 - Appointment of staff.
 - Appointment of professional teams.
 - Implementation of process and supporting technology.

- Implementation of Change Management methodology and stakeholder engagement.
- Constant monitoring and evaluation with the necessary feedback loops.
- Detailed development of the principles of future-orientated sustainable design that will be implemented across all projects with a specific focus on the life-cycle cost of a building.
- Detailed identification of specific project requirements and subsequent alignment to the SU Institutional Intent and Strategy, the SU Institutional Plan, the various faculties' and support services' Business Plans and the approved goals of the CRP.
- Prioritisation of projects by the Executive Steering Committee of the CRP in line with the Institutional Intent and Strategy, the Business Plan, Risk Assessment, as well as available funding.
- Implementation of best practice construction contracting.
- Implementation of service provider, including professional teams, performance management.
- Strict management of Small Capital Works to ensure that no redundant work is done in buildings that are soon to be renewed which may result in wasteful expenditure.
- Ongoing real time Risk Management.

Priority projects agreed upon to commence over the next two years are:

- Drama Building and HB Thom Theatre: Upgrading, maintenance backlog and building of a new Little Theatre. The total cost of this project is R96 million - construction started in July 2016 with a completion date of December 2017.
- Engineering complex: Upgrading, renewal and maintenance backlog. Compilation of the Master Plan is complete and the total cost over a 7-year project life can be as much as R800 million. Construction of the first phase will start in June 2017.
- Van der Sterr and Accounting and Statistics Building: Rebuilding, upgrading and renewal. The project is in construction and the respective occupation dates are January 2017 for the lecture halls and May 2017 for the rest of the building.
- Tygerberg Fisan Research Facility: New Annexe and upgrading and backlog maintenance of existing Fisan Building. The total estimated cost for this project is R750 million of which only R350 million is currently available. Special plans are being made to raise the necessary funding for this important research building.
- Arts and Social Sciences: Densification, upgrading, backlog maintenance and new Arts Annexe. This project has been delayed by the faculty due to the reviewing of their business plan.
- Sports Facilities: Upgrade, renewal and backlog maintenance. The following are the most urgent projects:
 - *Athletics stadium*: Construction planned to start in Feb. 2017 and to be completed at the end of 2017.
 - *Lentelus new Cloak rooms and Club house*: Sketch plans and cost estimates are in progress.
 - *Lentelus Fields*: Upgrading of the existing fields will be completed in August 2017. The new grass field including new flood lights will be completed at the end of 2017.

- *Lentelus B field*: Installation of floodlights to be completed in August 2017.
- *Coetzenburg C rugby field*: Installation of floodlights to be completed at the end of 2017.
- *Coetzenburg athletics track*: Replacement of track surface to be completed middle 2018.
- *Athletics Stadium upgrading of cloak rooms and offices*: Planning 2017
- *New flood lights for the Coetzenburg C rugby field*: Planning 2017
- Tygerberg Library: Renewal and backlog maintenance.
 - Construction is being planned from the end of January 2017 to the end of 2017, with the new library being fully operational by 02 January 2018.
- Bellville Park: New Lecture halls and extension of offices. An amount of R45 million is available for this project, which is not enough to meet all faculty needs. Possibilities are being investigated to develop, sell or lease some of the land that SU will not be using (sweat the so-called sleeping assets), after an agreement was reached with the City of Cape Town and an impact study was initiated on the land, and also to possibly relocate the University Stellenbosch Business School (USB) to Stellenbosch.
- Renewal of selected Lecture Theatres on the main campus.
 - The upgrading of the 1st year Chemistry Lecture Halls, which was the highest priority, is in construction to be completed at the end of 2017.
- New Teaching and Learning Centre
 - It is planned that construction will start in May 2017.

3. THE INSTITUTIONAL PLAN 2017 – 2022: BASIS AND POINTS OF DEPARTURE

This **Institutional Plan**, with Vision 2030 as its compass in accordance with the previously accepted SU **Institutional Intent and Strategy for 2013 – 2018**, is aimed at realising the strategic themes in an integrated way by appropriately aligning all the business units of the University. The **dimensions of SU's aspirational business model** (Table 4.1) are conveyed in this plan as a realistic and sustainable approach to our future. More detail is given in **Addendums A.1 (Visual Representation of Stellenbosch University's Integrated Management Model)** and **A.2 (Schematic Overview of Institutional Strategic Priorities)**.

The Institutional Plan has gone through a well-documented, extensive, iterative and consultative process involving all the relevant decision makers and role players. The strategic themes in the **Institutional Intent and Strategy for 2013 – 2018** are included in the **Institutional Plan 2017 – 2022**, and are reflected in faculties' and responsibility centres' respective integrated action plans in terms of the same priorities.

Areas where the faculties undertake to support certain strategic themes and alignment with specific activities in the supportive responsibility centres are shown in **Addendum B (Responsibility for implementation by faculties in support of the Institutional Plan 2017 – 2022)**.

The points of departure of this Plan include the following:

- The **Institutional Intent and Strategy 2013 – 2018** serves to direct SU's strategy and illustrates where and how the University is positioned;
- The **Institutional Plan 2017 – 2022** is a practical expansion of the Institutional Intent and Strategy 2013 – 2018 with the aim of focussing, integrating and coordinating the operationalisation of SU's strategies;
- A set of **Strategic Management Indicators (SMIs)** is given in **Addendum A.4** to provide a comprehensive view of the execution of SU's strategy. These SMIs are broken down further to lower levels, which represent and measure SU faculties' and other organisational units' contributions to the SU strategy. If the abovementioned strategic goals and initiatives are successfully achieved, it will enhance SU's position as a leading research-intensive Africa university.
 - There has been throughout a very strong focus on the integration of strategies and action plans between the three core business areas (Learning and Teaching, Research and Social Impact). This is an iterative process that will continue throughout 2017.
 - Systemic Sustainability was one of the very important tests applied in our strategy, planning and budget processes. This resulted in very specific objectives, as set out above and in **Addendum B**.

4. SU'S ASPIRATIONAL BUSINESS MODEL

4.1 Dimensions of the Business Model

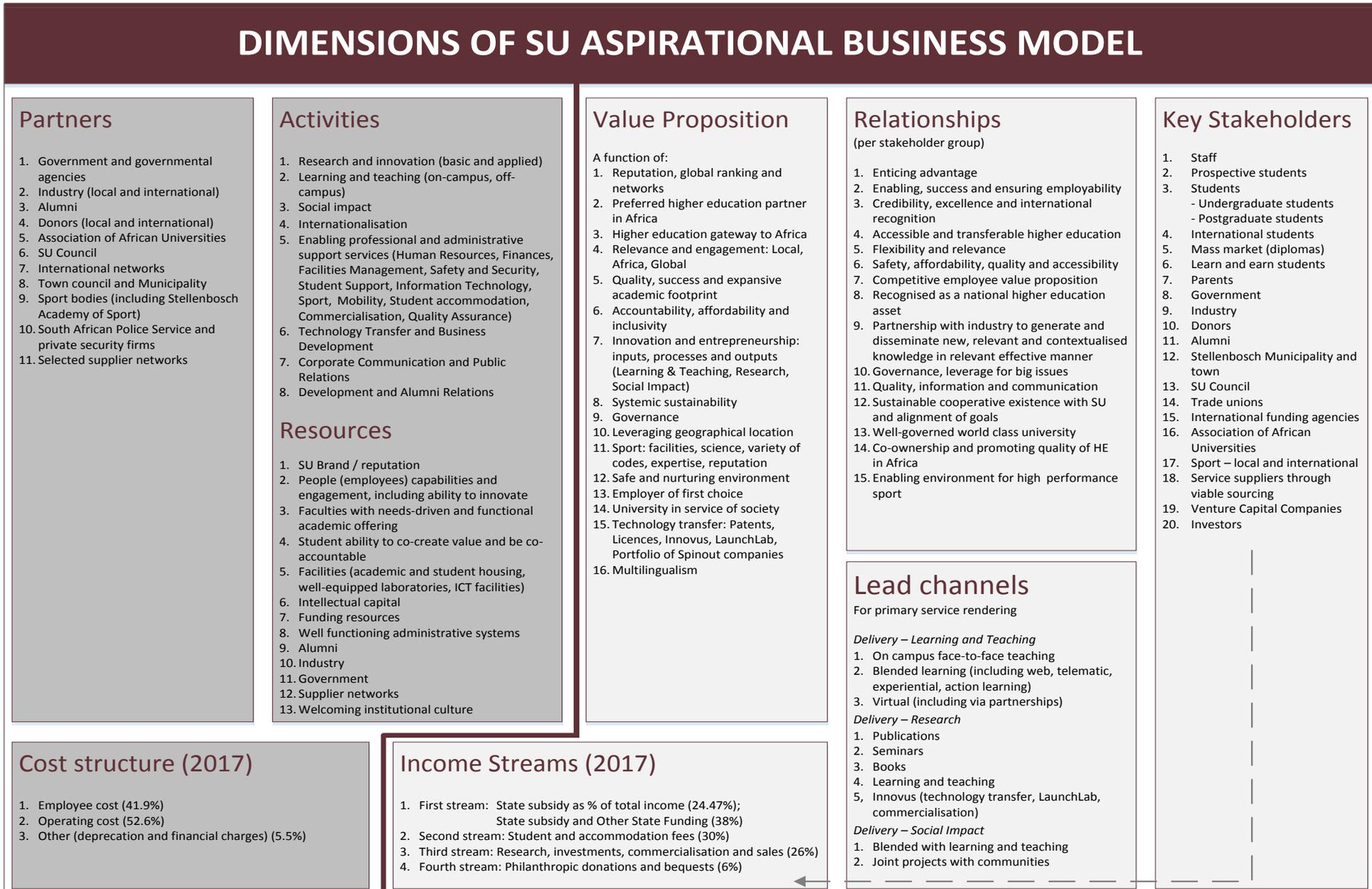
The different dimensions of SU's fundamental aspirational business model (**Table 4.1**) are of cardinal importance for integrated planning, as well as for specific planning and the execution of activities.

The **dimensions of the aspirational business model** revolve around the following:

- The elements on which the University's unique and perennial **value-offering** is built for different stakeholder groups;
- The needs of the different **stakeholders** are taken as point of departure and, along with it, the value-added, needs-satisfying and reciprocally beneficial **relationship**, which is **built with every stakeholder grouping** (as well as the channels being used for it);
- Clear indicators of the **income streams** that the University generates through this value-added service delivery;
- The **core activities** that the University is undertaking, for which key resources (each in a specific context with regard to activities) are used to deliver the **value-added services**;
- The **cost structure** in terms of the key resources to undertake these activities; and
- The **staff members** of the University, particularly the way in which they develop and apply core competencies to build the **value-offering**. For that reason, the emphasis is to establish the University as a preferred employer and to develop and implement an attractive and market-related **Employer Value Offering**.

A detailed investigation of, and insight into, this model put Management in the position to accentuate specific strategic priorities and actions in focussed management models and plans for specific time horizons, in this case 2017 – 2022. These priorities are highlighted in the University's integrated management model, as illustrated visually in **Addendum A.1**.

TABLE 4.1: The Different Dimensions of SU’s Fundamental Aspirational Business Model



4.2 Stellenbosch University: Integrated Management Model

The University's success is dependent on both strategic and operational excellence. The **Integrated Management Model (IMM)** was designed with the end in mind, *i.e.* to deliver an integrated budget and an integrated report. The focus on integration is between the three core functions (Learning & Teaching, Research and Social Impact), comprehensively offered by the ten faculties through the various delivery modes (on campus, blended and virtual). This will enable SU to reach capacity as set out in the Institutional Intent and Strategy in terms of size and shape. In order to achieve this, the professional and administrative support services (PASS) act as enablers and are flexible to meet the demands of change in the continuous strive towards excellence. All of the elements (outcome, core functions, academic offerings, delivery modes, and enablers) of the SU IMM is driven by the seven Institutional Strategies, *i.e.* Broadening Access, Sustaining Momentum on Excellence, Enhancing Social Impact, Expanding Internationalisation, Advancing Systemic Transformation, Enhancing Systemic Sustainability, and executing the Campus Renewal Project. These seven Institutional Strategies inform and guide all activities and cut across all operations of the university. This allows for the development of SMIs that are congruent with the strategies and allows for aligned multi-year faculty plans. For this reason, an Integrated Management Model (**Addendum A.1**) is used, which makes provision for:

- The optimal amalgamation of strategic and operational management;
- A dynamic relationship between institutional, functional, divisional and individual performance;
- Dynamic and flexible management to ensure consistent excellence; and
- The University's budget to play a role in the sense that it empowers Management to move from strategy to execution and implement action plans, which were agreed upon – in line with the vision, strategic priorities and central themes of the **Institutional Plan**.

5. OVERARCHING SMIs

A selected range of Strategic Management Indicators (SMIs) serve to ascertain to what degree the University, over a certain period, realised its strategic priorities, themes and goals as defined in the **Institutional Intent and Strategy 2013 – 2018**. In order to support these strategic priorities, themes and goals, the collection of SMIs of the past are adjusted and compiled anew to make implementation, monitoring and evaluation of the **Institutional Plan** over time possible. Furthermore, they are ordered in the following categories, which represent the core strategies (**Table 5.1**) of the University: Knowledge base, Student success, Size and shape, Transformation goals, Research, Technical innovation and Finance and other enablers.

The collection of SMIs is chosen in such a way that they present an overarching and yet comprehensive view of SU for the future, but simultaneously also because they show historical tendencies. These historical data, as well as projections from 2017 – 2022, are given in

Addendum A.4. The metrics are currently quantitative, but qualitative metrics will in future also be taken into account where relevant. In our view it is essential that the qualitative measurements are designed and implemented as a matter of priority. We are of the view that not only do the exclusive focus on quantitative measures give us only part of the picture, but it may indeed skew the picture and result in undesirable practices in pursuit of exclusive quantitative results. SMIs are applied to all organisational units at SU, academic and support units and each SMI can be broken down to lower levels of faculties and other organisational units, or in other groupings, such as racial or language groups, within SU. However, such detail is not presented in this Institutional Plan, but is available as work papers and for performance management.

TABLE 5.1: **Selected overarching Strategic Management Indicators (SMIs) grouped according to theme and targets for realisation by 2022.** (Compare Addendum A.4 for detail.)

Theme	Responsibility Centre	Strategic Management Indicators (SMIs)	Target for 2022
Knowledge base	Learning and Teaching; Research	% of permanent C1 staff with a doctorate ^{1,2}	65%
Student success	Learning and Teaching; Research	Student success rate (undergraduate and postgraduate; HEMIS-based) ^{1,3}	85%
	Learning and Teaching	% Students who complete their qualifications within minimum prescribed time (by DHET) plus two years ^{1,3}	77%
Size and shape; Transformation goals	Learning and Teaching; Research	Composition of total student body (%CBI) ^{4,5}	46.8%
	Learning and Teaching	% undergraduate module credits (excluding NQF level 8) offered in Afrikaans and English to PARALLEL class groups ⁴	25.0%
	Learning and Teaching	% undergraduate module credits (excluding NQF level 8) offered in BOTH Afrikaans and English in THE SAME class group ⁴	60.0%
	Learning and Teaching	% undergraduate module credits (excluding NQF level 8) offered in ONLY Afrikaans or English to a class group ⁴	15.0%
	Social Impact, Transformation and Personnel	Composition of permanent staff (% CBI) ^{4,5}	55%
	Social Impact, Transformation and Personnel	Composition of permanent staff (% Female) ^{4,5}	60%
	Learning and Teaching; and Research	% Undergraduate Diplomas/Certificates, Postgraduate and Diplomas/Certificates of total number of programmes ^{4,6}	10%
Research and Technological Innovation	Research	Weighed research outputs per FE-C1 staff member ^{1,2}	2.44
	Chief Operating Office	Number of notifications of viable inventions per year	50
	Research	Indicator for African partnerships ^{1,2}	40
Finance and other enablers	Learning and Teaching; Chief Operating Officer	FE students weighed with study level per FE-C1 staff member ^{7,8}	24%
	Chief Operating Officer	% which constitutes third-stream income of SU's total income ^{7,9}	32,3%
	Chief Operating Officer	% which constitutes fourth-stream income of SU's total income ^{7,9}	10%
	Chief Operating Officer; Social Impact, Transformation and Personnel	% of staff remuneration which is not afforded from the main budget ^{7,8}	45%
	Social Impact, Transformation and Personnel	Indicator for social impact (to be finalised in 2017) ⁷	
	Chief Operating Officer	Indicator for environmental sustainability (to be finalised in 2017) ^{7,10}	

Strategic goals which are supported: ¹Maintain momentum of excellence; ²Foremost research institution in Africa; ³Maintain student success rate; ⁴Broaden access; ⁵Increase diversity profile; ⁶New knowledge markets; ⁷Promotion of impact on society; ⁸Integrated planning and reporting; ⁹Business processes and fundraising for financial sustainability; ¹⁰Environmental sustainability.

 Target still outstanding

6. LINKING THE STRATEGY AND PLAN TO THE BUDGET

The management approach is one in which SU's budget is set up to support the strategy and action plans which were agreed upon. SU strives toward a single integrated SU plan with, as integral elements thereof, functional SU plans with regards to our core business, professional and administrative support services and operations. In the light of this, faculties' and professional and administrative support services' environment plans are maximally aligned with the institutional strategies, keeping in mind the unique circumstances. This alignment creates focus and coordination.

Unfortunately, there is not enough financial resources to completely and/or simultaneously fund all strategies and plans, and trade-offs and prioritising on different levels must be done after intensive discussion. The implementation of the **Institutional Plan 2017 – 2022** is set against the background of financial realities. After extensive and consistent consultation, a responsible Budget and Financial Plan for 2017 – 2022 were drafted. The process, principles, assumptions and points of departure and challenges according to which the budget has been drafted, as well as the most important characteristics and internal and external risks, are set out in a separate Memorandum with an accompanying summary of the 2017 budget.

In **Section 5** and in **Table 5.1** the Strategic Management Indicators (SMIs) and the targets are provided against which progress will be measured. The respective responsibilities for implementation is set out on a high level in **Addendum B**. This, as set out in the respective environment plans and, inform the budget priorities and allocation.

Two major overarching institutional priorities, which underlie the positioning of SU, and which are integrated with SU's strategies, are the SU's Campus Renewal Project and Information and SU's Communication Technology Project (ICT). The Council approved a R218 million investment in ICT in June 2014 and a R2.3 billion investment in maintenance and upgrading of facilities, including those of Sport and Recreation, in November 2014.

The historical status of sport and the critical contribution it makes to the balanced development of our students makes sport integral to tertiary education. The professional value and attraction of sport in the modern era provide commercial opportunities, which can be explored along with the building of the academic offering. A Strategic Framework for Sport, the implementation plan and budget have been approved. The Campus Renewal Project is planned to be executed over seven years and projects to address the highest building risk areas will be continuing in 2017. The ICT-project addresses the renewal of SU's operational systems and implementation of new ICT-technology over a 5-year period.

7. RESPONSIBILITIES FOR IMPLEMENTATION

The University's **Integrated Management Model** (Addendum A.1) demonstrates how the institutional strategies influence the core activities (learning-teaching, research and social impact) as well as all the operations of the universities. The Rector and Vice-Chancellor is accountable for the overall implementation of the IMM. Each of the Responsibility Centre (RC) Heads takes responsibility for implementation within their areas of responsibility, *i.e.* learning-teaching, research, social impact, transformation, internationalisation and operations. Institutional Strategies include clearly defined strategic objectives. These are inclusive of all RCs and it is commitments made by the RC Heads to be achieved in 2017. These objectives are used as basis for the annual work agreements.

Aligned with the strategic objectives are the environmental plans and faculty plans. Within the framework of the respective environment goals, the specific output goals will be contracted with all university staff members. This happens by way of reciprocally agreed work agreements, which provide the basis for university-wide performance management and reward. In this way, integrated and purposeful management at all levels in the University will happen and the behaviour and outcomes of every staff member individually eventually be aligned with the goals of the University. This approach facilitates congruency from the institutional strategies to departmental implementation and allows for monitoring and evaluation across the key functional and operational areas.

8. WHAT THIS PLAN MEANS FOR SU'S STAKEHOLDERS

By the year **2030** SU will be known as:

- The institution where **thought leaders** are found and where they are trained;
- The institution that **determines access to new knowledge markets**;
- The environment where **profound experiences of diversity** in terms of the human, social and natural sciences are nurtured;
- The institution that leads **research and innovation** as well as **technology transfer, Intellectual Property protection and Commercialization through patenting, licensing and formation of spin-out companies** in our country and the rest of the continent;
- The institution which delivers successful students who are the **leaders** in business and social entrepreneurships;
- The institution where **social and business ethics** are at the forefront; and
- A **relevant, world-class** institution rooted in Africa.

Everyone with a Stellenbosch University connection in the past, present and future will benefit from this broad repositioning of the University. At SU we will maintain the quality and excellence of our teaching, research and social impact and prove ourselves relevant for our community and stakeholders.

Students at SU will be prepared for what the future holds by allowing them to interact with diverse groups of people (staff and students), ideas and knowledge by positioning them as the thought leaders of the future, and by the values we strive to nurture, including excellence, shared responsibility, empathy, innovation and leadership in service of others. Our facilities and staff members are excellent and well prepared to support students when needed.

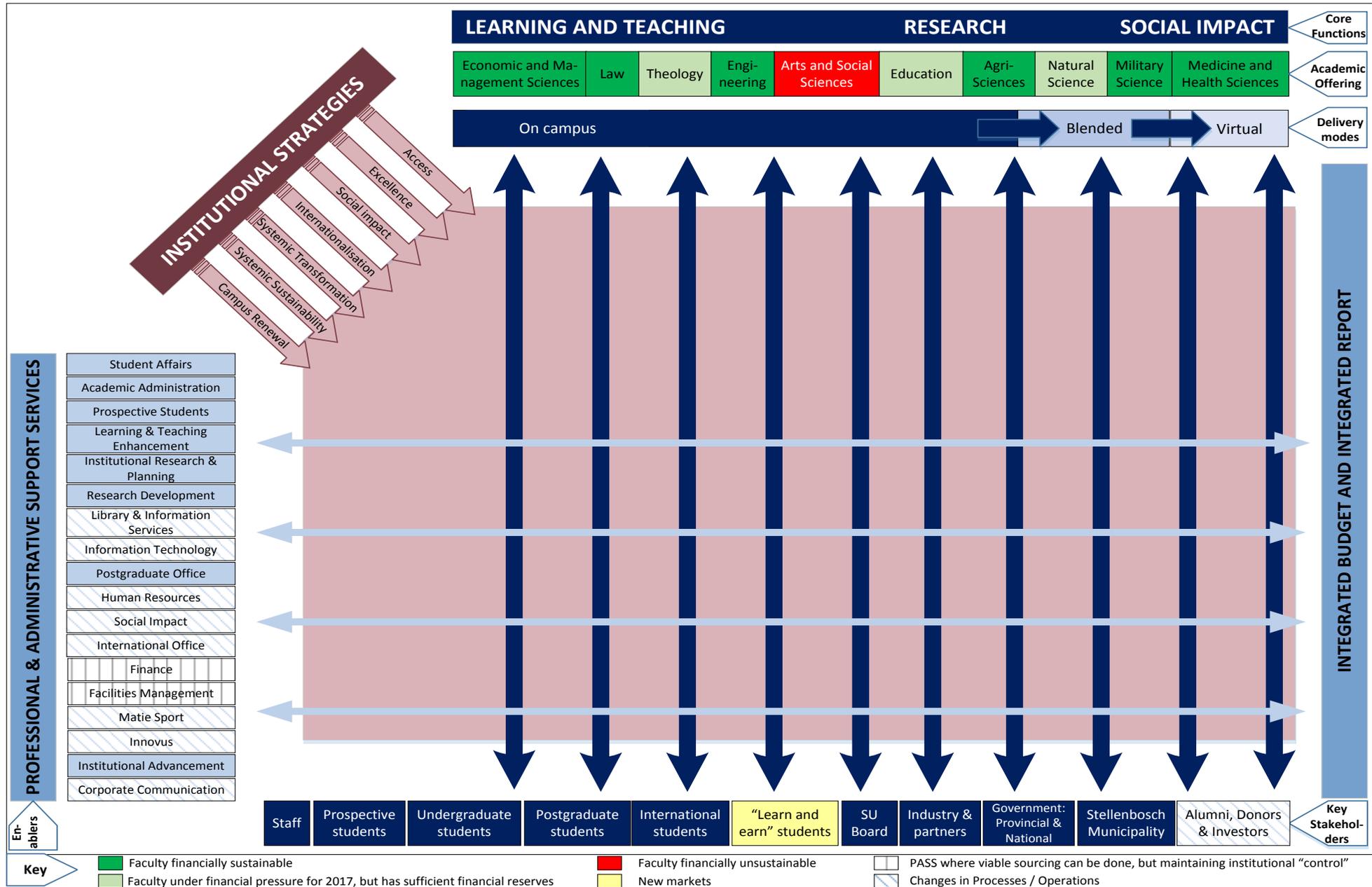
The whole environment at SU is stimulating and welcoming for both the **academic and professional and administrative support services staff cadres**. There is enough space for them to interact with each other and to give and to receive mutual support. A culture of innovation, both socially and technologically, prevails. Staff members are appreciated and their contributions acknowledged, and their further professional development is also encouraged. They are highly skilled and make a difference to the University and students.

As the **alumni** of our University have grown over the past few years, the institution has proudly grown its reputation and quality, both nationally and internationally as was proved by various recent rankings. We strive to keep our University relevant. There are good opportunities to make a contribution to the institution as a whole and to be part of its future.

Our alumni already make a meaningful contribution to the next generation of students by supporting leading research and other projects. The themes as per **Addendum A.2** (Institutional Strategies in **Addendum A.1**) of ‘broadening access, maintaining the momentum of excellence, and increasing impact on society’ are related to relevance and impact – two key factors for the involvement of **alumni, donors and investors**. This presents a unique opportunity for alumni and donors to get involved in an exciting new vision, which is transformative and on which their contributions will have an important effect. Donors and alumni increasingly indicate they prefer to make a contribution to institutions and ‘projects’ which has tangible outcomes for their donations. It also gives us an opportunity to package our ‘ways of giving’ creatively for different audiences, and especially for new markets, which are innovative and flexible, and which extend the boundaries of alumni, corporate, trust and legacy gifts.

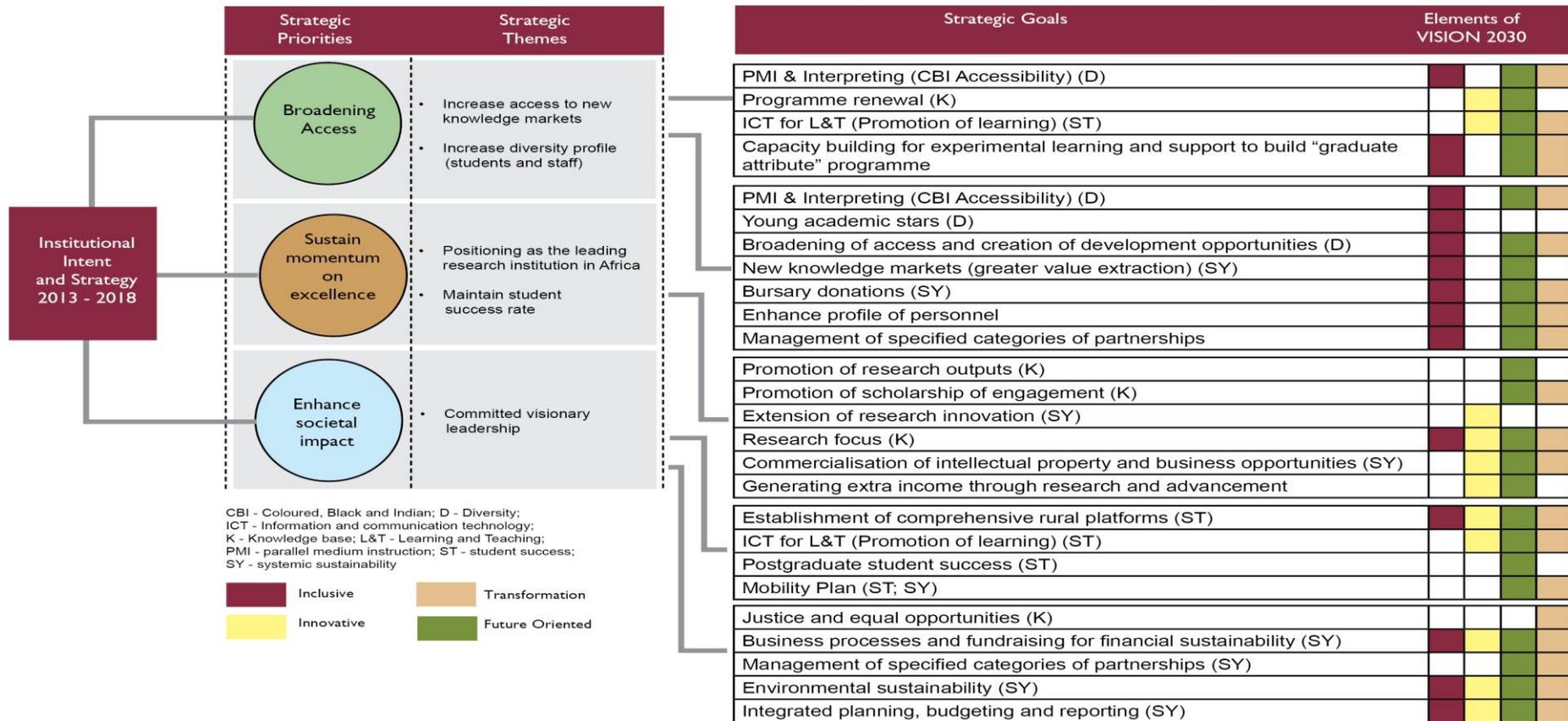
The trust that members of the SU Council, the community and government bodies put in the leadership and management of Stellenbosch University to position SU as a place of inclusivity, innovation and a focus on the future is constantly taken seriously. The institution’s repositioning is relevant without compromising quality; we have already demonstrated many innovative projects on our campus and will sustain the advantage of relevance by improving on this. At SU, the management did its planning within the context of our country and the rest of the continent and commits itself to deliver economically viable and excellent graduates to the several industry partners, and by making significant contributions to capacity building and the country’s growing economy.

ADDENDUM A.1: Visual Representation of Stellenbosch University’s Integrated Management Model (IMM)



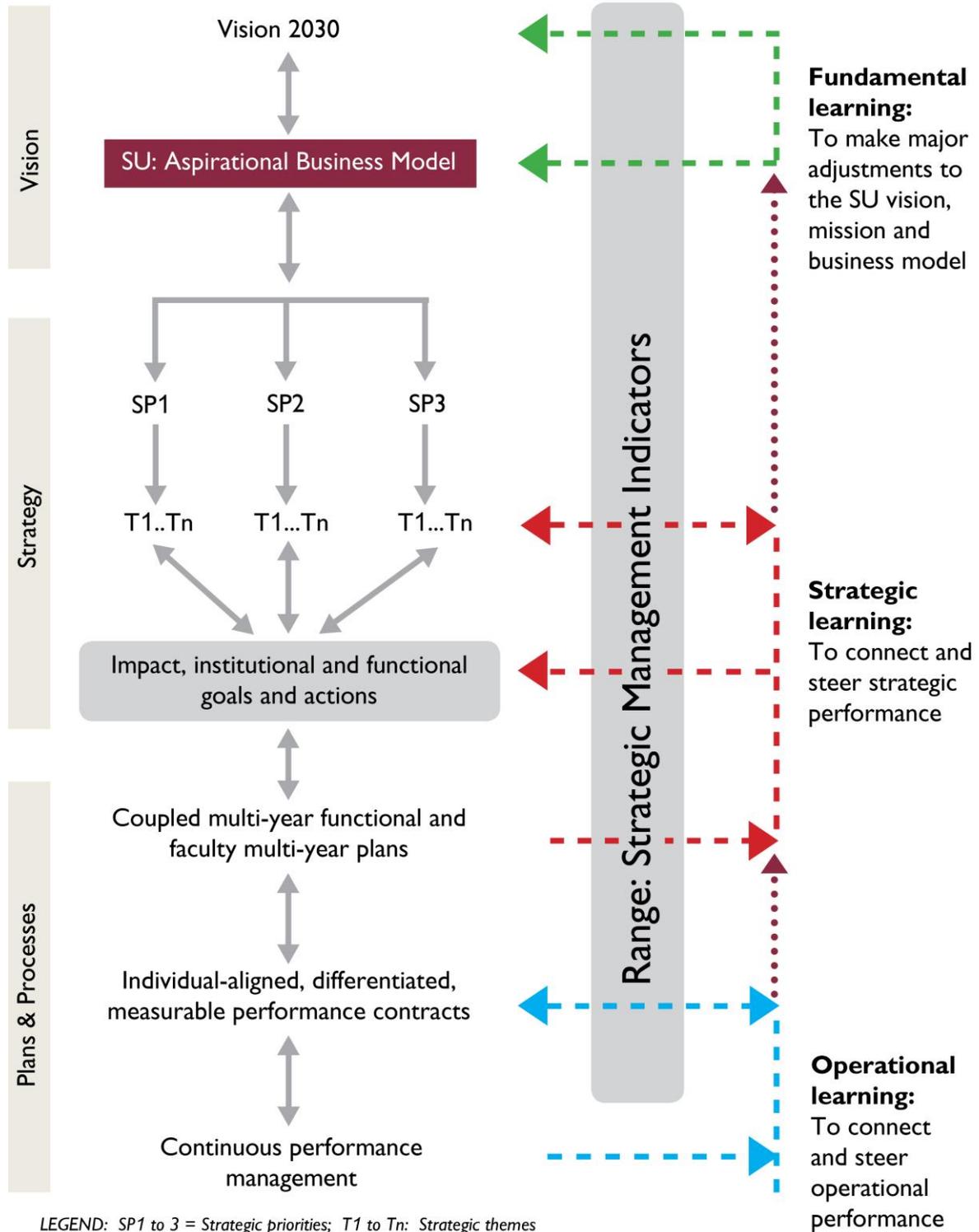
ADDENDUM A.2: Schematic overview of Institutional Strategic Priorities and Themes, Demonstrating Selected Strategic Goals Focused on Elements of Vision 2030

(http://www.sun.ac.za/english/Documents/Strategic_docs/IP%20english%20website.pdf)



ADDENDUM A.3: Stellenbosch University’s Integrated Management Model

SU: INTEGRATED MANAGEMENT APPROACH



ADDENDUM A.4: Strategic Management Indicators (SMIs) for Stellenbosch University over time

(Historical data (2008 – 2015/16) and future projections till 2022))

#	Indicator	Calculation Method	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
1	% of permanent C1 staff with a doctorate	For a given year, determine the total number of permanently employed C1 staff on the official census date (A). Determine the total number of permanently employed C1 staff with a doctoral qualification on the official census date (B). Calculate the SMI as (B) divided by (A).	61.3%	57.5%	57.0%	60.5%	61.3%	60.8%	61.8%	60.6%	60.3%	62.4%	63.0%	63.5%	64.0%	65.0%	65.0%
2	Student success rate (undergraduate and postgraduate; HEMIS-based)	For a given year, determine the total number of fulltime-equivalent (FE) students (A). Then determine the number of fulltime-equivalent (FE) degree credits for the same year (B). Calculate the SMI as (B) divided by (A).	83.7%	83.8%	83.2%	83.4%	84.9%	85.9%	85.1%	86.7%	85.4%	85.3%	85.2%	85.1%	85.0%	85.0%	85.0%
3	% students who complete their qualifications within minimum prescribed time plus two year	For undergraduate qualifications: For a specific academic year [x], determine which normal duration plus two years [n+2] of the unique-qualification type normal-duration [n] combinations (e.g. four-year professional B degrees) of the (enrolment) cohort years expires in the specific academic year [x]. For these qualification type normal-duration combinations, determine the number of newcomer first-year students that enrolled (A) and that graduated within normal duration plus two years (B) for the cohort year concerned. For postgraduate qualifications: For the same academic year [x], determine which	66.8%	68.3%	69.8%	71.7%	72.3%	72.1%	73.9%	72.3%	75.0%	75.5%	76.0%	76.3%	76.5%	77.0%	77.0%

#	Indicator	Calculation Method	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
		normal duration plus two years [n+2] of the unique-qualification type normal-duration [n] combinations (e.g. one-year M degrees) of the (enrolment) cohort years expires in the specific academic year [x]. For these qualification type normal-duration combinations, determine the number of students that enrolled for the qualification type concerned for the first time (C) and that graduated within normal duration plus two years (D) for the cohort year concerned. Then calculate the through flow rate by dividing the total of all the graduates (B) and (D) of the qualification type normal-duration combinations of the cohort years concerned by the total of all the enrolments (A) and (C) of the qualification type normal-duration combinations of the cohort years concerned.															
4	Composition of total student body (% CBI)	For a given year, determine the number of students who are enrolled at the University on the official census date (A). Determine the total number of students from the coloured, black and Indian population groups who are enrolled at the University on the official census date (B). Calculate the SMI as (B) divided by (A).	31.4%	32.4%	32.9%	32.9%	33.1%	34.6%	36.6%	37.8%	38.7%	41.1%	42.7%	44.5%	45.8%	48.3%	46.8%

#	Indicator	Calculation Method	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
5	% undergraduate module credits (excluding NQF level 8) offered in Afrikaans and English to PARALLEL class groups⁴	Add the credits of the modules offered in Afrikaans and English to PARALLEL class groups, excluding NQF level 8 modules and Faculty of Military Science modules (A). Add the credits of all the modules, excluding NQF level 8 modules and Faculty of Military Science modules (B). Then calculate the indicator as (A) divided by (B) x 100.							16.6%	15.4%	17.5%	22.4%	22.9%	23.5%	24.0%	24.5%	25.0%
6	% undergraduate module credits (excluding NQF level 8) offered in BOTH Afrikaans and English in THE SAME class group⁴	Add the credits of the modules offered in BOTH Afrikaans and English in THE SAME class group, excluding NQF level 8 modules and Faculty of Military Science modules (A). Add the credits of all the modules, excluding NQF level 8 modules and Faculty of Military Science modules (B). Then calculate the indicator as (A) divided by (B) x 100.							62.9%	69.5%	69.5%	65.0%	64.0%	63.0%	62.0%	61.0%	60.0%
7	% undergraduate module credits (excluding NQF level 8) offered in ONLY Afrikaans or English to a class group⁴	Add the credits of the modules offered in ONLY Afrikaans or English to a class group, excluding NQF level 8 modules and Faculty of Military Science modules (A). Add the credits of all the modules, excluding NQF level 8 modules and Faculty of Military Science modules (B). Then calculate the indicator as (A) divided by (B) x 100.							20.4%	15.1%	13.0%	12.5%	13.0%	13.5%	14.0%	14.5%	15.0%
8	Composition of permanent staff (% CBI)	For a given year, determine the total number of permanently employed staff members (only primary appointments) on the official census date (A) in the Salaries HR group. Determine the total	37.6%	38.4%	39.4%	40.0%	41.0%	43.0%	43.2%	43.8%	45.6%	47.6%	49.4%	51.2%	53.0%	54.0%	55.0%

#	Indicator	Calculation Method	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
		fulltime-equivalent (FE) C1 staff members (D). Calculate the SMI as $[1x(A+B) + 3x(C)]$ divided by D.															
12	Number of notifications of viable inventions per year⁵	Add the number of notifications of viable inventions reported by Innovus for a specific year.	36	62	37	61	25	33	39	58	50	50	50	50	50	50	50
13	Marks for partnerships in Africa per FE-C1 staff member (expressed as percentage)	For a given year, determine the number of points (A) earned in accordance with the level of involvement, namely: Level 1: Dedicated Africa unit (majority Africa partnerships) earns 5 points Level 2: Project within non-dedicated unit earns 3 points Level 3: Staff member is a member of board/management of an African professional society, or involved in external examination, moderation or study guidance, as well as projects in planning phase, earns 1 point. For the same year, determine the number of fulltime-equivalent (FE) C1 staff member (B). Calculate the SMI as (A) divided by (B).	0.44	0.36	32.36	40.97	27.49	33.76	37.07	36.20	37.91	38.33	38.75	39.17	39.59	40.00	40.00
14	FE students weighed with study level per FE-C1 staff member	For a given academic year, determine the number of enrolled Undergraduate and Equivalent FTE students (A), the number of enrolled Honours and Equivalent FTE students (B), the number of enrolled Masters FTE students (C), and the number of enrolled Doctoral students	25.44	25.31	25.53	25.39	25.85	24.57	25.44	26.16	24.71	24.53	24.35	24.18	24.00	24.00	24.00

Notes

- 1 Third-stream income excluding return on investments and realised profit from the sale of assets.
- 2 Total income excluding return on investments and realised profit from the sale of assets.
- 3 Stellenbosch University manages its funds to ensure that it remains in Higher Education as a going concern. Funds consist of limited and unlimited funds. Limited funds consist of operational, loan, donor and fixed-asset funds with specific conditions for use. Unlimited funds are those funds which Council use at its own discretion. Within the pool of unlimited funds are funds which are earmarked for specific purposes and can therefore not be used for other purposes than those it has been earmarked for. The difference between future limited and unlimited funds may have an impact on the feasibility of the 2017 to 2022 targets which have been set.
- 4 SMIs 5, 6 and 7 are new indicators and replace former SMIs 5 and 6.
- 5 SMI 12 is a new indicator. It will be one of the elements of an overall **SMI: Innovation** that needs to be developed (=Work in Progress). Viable or Actionable inventions are those inventions that will most likely change lives (social good) when implemented and will make economic sense and even lead to social transformation.

Colour code:

	Real (historical) values
	Projections
	Targets not confirmed (projection/suggestion/unknown)
	Target confirmed by RMT
	Indicator to be formulated in future
	Indicator scrapped
	Indicator currently being refined

ADDENDUM B: Responsibility for implementation by faculties in support of the Institutional Plan 2017 – 2022

High-level alignment between the responsibility centres and the respective faculties; only selected initiatives undertaken by faculties are shown

AGRISCIENCES		
STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Ongoing monitoring of student success and feedback and learning outcomes. • Regular assessments <i>via</i> students, peers and stakeholders • Incorporate performance-linked remuneration into L&T, staff development and promotion systems. • Dedicated budget to support L&T: material, facilities, equipment and methodology
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Internal recruitment plan focused on CBI students. • Implementation of revised entry and readmission requirements. • Emphasise inclusion of graduate attributes in programme renewal and L&T outcomes. • Monitoring of 1st-year students; tutor programme for target modules. • Facilitate interaction between academic, living and co-curriculum.
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Strong focus on enrolment management objectives. • Grow UG students by 15% and PG students to 35%. • Improve conversion from UG into PG studies plus external recruitment. • Specific focus on BCI recruitment and support.
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings 	<ul style="list-style-type: none"> • Scheduled programme renewal for all programmes from 2017 to 2022. • Focus on graduate attributes as a primary outcome. • Promote academic support services for programme renewal & ICT strategy. • Reduce modules, credit and teaching loads.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	<ul style="list-style-type: none"> Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties Reconsider programmes with a low number of enrolments for phasing out 	
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> Increase learning facilitation in Afrikaans and English Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> Provide learning facilitation and support in Afrikaans and English where practically possible. Provide Parallel Medium Instruction where it is reasonably practicable and pedagogically sound. Expand parallel medium to Soil Science 214.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> Increase blended learning (combining face-to-face and ICT-based teaching) Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> Position created for implementation/monitoring of ICT strategy: ICT-enhanced learning, teaching and assessment. Increase blended learning (combining face-to-face and ICT-based teaching).
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> Adapt programmes to also accommodate Learn & Earn students Increase number of short courses, certificates and diplomas Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> Create central point for development/administration of short courses, certificate and diploma programmes. Promote implementation of new/distance education products for learn-and-earn markets: regional/national/Africa. Establish external partnerships in expanding academic offering.
Student financial support	<ul style="list-style-type: none"> Increase total number of state-funded bursaries and privately/company donated bursaries Revisit bursary and loans strategy within the context of the changing Higher Education landscape Provide faculty based top-up bursaries for deserving students to cover full costs at university Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> Focus on recruiting students who qualify for recruitment/state bursaries. Create environment/industry-specific bursary schemes.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of “rural platforms” • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	No specific actions in this regard.
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Renewed focus or interaction with industry partners. • Development of Welgevallen Hub to promote technology transfer and industry/strategic relations. • Workshops/dialogue regarding renewed focus on outcomes-based research. • Launch specific transdisciplinary initiatives: sustainable agriculture, food security, green landscapes. • Promote leadership development among staff, and their involvement in public/industry institutions and activities. • Facilitate student participation in dialogue/debate <i>via</i> ASA, <i>e.g.</i> final-year students may be invited to participate in current agricultural/community-related affairs (essay/debating competition).
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Host school groups/prospective students during open days/summer or winter schools. • Host and take part in various workshops, seminars, congresses with open/public participation by interest groups. • Present various services involving analyses/advice/consultation to public and industry stakeholder groups.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Expand internship programs as part of the academic curriculum where practically possible. • Inclusion of/focus on graduate attributes as integral part of programme renewal strategy.
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings 	<ul style="list-style-type: none"> • Strategic focus on outcomes-based research, in partnership with industry partners.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	<ul style="list-style-type: none"> Identify opportunities for research and internships Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> Development of Welgevallen Technology Hub in partnership with industry partners, with the emphasis on plant-producing sectors. Creation of focused research chairs in identified environments (fields, departments).
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> Establish a practice of Integrated Work Force Planning. Enhance diversification of personnel with regard to indicators like ethnicity and gender Develop transformation competence of personnel Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> Set specific goals in respect of marketing and communication at faculty level. Profile staff in faculty newsletter. Increase participation in social media.
Accelerate the process of institutional systemic transformation	<ul style="list-style-type: none"> Establish institutional, faculty and professional support service transformation structures Draft a transformation implementation plan Develop assessment criteria for transformation Develop performance indicators for transformation Coordinate and strengthen transformation initiatives Strengthen, advance and coordinate research on transformation Develop theoretical frameworks for transformation Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> Implementation of the Faculty transformation plan and strategy
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. 	<ul style="list-style-type: none"> Active participation in NRF/nGap programme (three appointments). Supporting junior/Legacy appointments. Active mentorship with regard to all appointments at junior lecturer/lecturer post levels. Acknowledgement/support in respect of NRF rating.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	<ul style="list-style-type: none"> • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers 	<ul style="list-style-type: none"> • Promote idea of outcomes-based research, value proposition/impact of research, including collaboration with CREST. • Develop technology transfer network/systems (Welgevallen Hub, <i>etc.</i>). • Implement the SU/ARC partnership agreement – identify further candidates/facilities for interaction. • Formalise/prioritise existing networking opportunities. • Identify new networking opportunities within existing institutional agreements (national/international).

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	<ul style="list-style-type: none"> Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	
Extension of research innovation	<ul style="list-style-type: none"> Create a culture of research innovation among staff and students, both undergraduate and postgraduate Strategic alignment with the Technology Innovation Agency (TIA) Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> Promote successful examples of innovative research initiatives/outcomes. Promote a culture of innovation throughout the Faculty Liaison with Innovus regarding the establishment of a Food System LaunchLab. Establish an Innovation Hub at the Dept. Viticulture & Oenology
Research focus	<ul style="list-style-type: none"> The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals Establishment of the SU/NRF Flagship program entitled "Complex systems in transition" (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 Establishment of a Nano medicine research centre (Faculty of Science) Establishment of a Fraunhofer research Centre in Water (Faculty of Science) Support the Institute for Sport and Exercise Medicine (ISEM) Continued participation in the NRF SARChI Chair program, as and when calls are made Continued participation in the DST Centres of Excellence program as and when calls are made Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> Promote sustainable agriculture initiatives (CoE, MSc, other). Implement master's programme in Food/Nutrition Security. Expand collaboration with the Water Institute and Renewable Energy Centre Promote the Faculty strategy for competitive trans-disciplinary grant applications
Generating extra income through research and advancement	<ul style="list-style-type: none"> Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income Increase the research revenue from international sources (e.g. Horizon 20:20, NIH, Partnership with Fraunhofer, etc.) 	<ul style="list-style-type: none"> Assess the development of service centres in partnership with SAF/industry, with a related research/academic footprint. Develop research concepts with IP component.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	<ul style="list-style-type: none"> Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies Maintain and expand partnerships with industry and international institutions Increase the indirect cost recovery from 17% to 25% where possible Negotiate indirect cost recovery with institutions that currently pay 0% 	
Postgraduate student success	<ul style="list-style-type: none"> Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> Increase part-time postgraduate students employed at other institutions. Monitor postgraduate students, inputs/supervision and throughput rates, link with performance measurement and operating budgets. Develop postgraduate bursary schemes in partnership with interest groups. Increase leveraging of Post-doctoral fellows. Capitalise on existing institutional agreements with European (KU Leuven, Gent, Wageningen, Leipzig, etc.) and other universities.
Vice-Rector (Strategic Initiatives and Internationalisations)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> Develop a strategic plan for internationalisation Alignment of international function across the university 	<ul style="list-style-type: none"> Build and strengthen international networks and collaboration around senior academics, prominent research groups and institutes. Focus on complementarity as well as transdisciplinary collaboration.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • Construct a mind map/database of local and international networks and collaboration. • Identify key networks and partnerships to be established and strengthened.
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> • Identify key focus areas for engagement with Africa. • Build specific networks aligned with focus areas. • Capitalise on the RUFORUM institutional network and strategic framework. • Expand collaboration with the African Doctoral Academy (new centre).
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> • Facilitate effective integration of newly appointed international staff. • Promote participation of postgraduate students (internships, short stays, study and post-doc's). • Promote and expand credit transfer arrangement and split degree options.
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called "internationalisation at home", e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> • Include and international lens with regard to program renewal, student attributes, learning outcomes. • Promote study opportunities to international student: Viticulture & Oenology, Forestry, Conservation, etc. • Promote short course and e-learning opportunities into regional, continental and international markets.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> • Evaluation of the current Strategic Intent to determine outcomes achieved • Development of a Strategic Intent 2019 – 2023 	<ul style="list-style-type: none"> • Assess strategic achievements over the past 5 years. • Formulate new strategic objectives on the Faculty, Departmental and level of research entities.
Centenary project	<ul style="list-style-type: none"> • Coordinate project for centenary celebrations 2018 	<ul style="list-style-type: none"> • Map clear objectives and actions for the centenary celebrations. • Capture history, share future focus, involves students, staff and stakeholders.
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	<ul style="list-style-type: none"> • Focus and enhance third-stream income and partnerships. • Use third-stream income as leverage to mobilise first and second-stream funds, increase in student numbers and research outputs. • Apply full cost budget principle and improve expertise and accuracy in respect of project budgets. • Enhance efficiency of certain environments. • Implement a revised management model for Experimental Farms to improve efficiencies and to unlock potential. • Identify high impact stop-doing/downscaling of activities
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	<ul style="list-style-type: none"> • Focus on diversity profile and opportunities (students, young researchers, appointments, growth). • Create opportunities for, and offer support to, female staff.
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	<ul style="list-style-type: none"> • Promote use of campus transport among staff: Campus-Welgevallen. • Departments are challenged to each develop one IP-related project proposal/concept.
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services 	<ul style="list-style-type: none"> • Consider agriculture-based entrepreneurship project in conjunction with Innovus initiatives: Food Systems LaunchLab. • Develop short courses for industry stakeholder groups. • Develop Welgevallen Technology Hub and broader technology transfer strategy.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	<ul style="list-style-type: none"> Administration, registration, governance and quality assurance for short courses Establish a Matie Innovation Fund Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> Establish external partnerships with industry stakeholders to unlock business opportunities related to research outputs, new knowledge markets and innovation.
Environmental sustainability	<ul style="list-style-type: none"> Energy savings Water savings Waste management Lower Carbon Footprint 	<ul style="list-style-type: none"> Electricity-saving systems: buildings. Waste management system for Welgevallen Experimental Farm: bio-waste, composting. Assist Maties Sport with improvement of irrigation systems and efficient water use
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> Execute the Institutional Plan Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> Initiate strategic planning of departments/alignment with Faculty/institutional objectives. Improve the use of management indicators and information in terms of, strategic focus areas, sustainability and growth potential Promote the use of Matie Shuttle Service among staff/students as campus transport, <i>e.g.</i> to/from Welgevallen/Food Science.
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> An increase in translational research outputs in partnership with a variety of academic Faculties/departments. A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. The infusion of technology and innovative practices into Maties Sport and all its operations. Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	<ul style="list-style-type: none"> Provide support to Maties sport <i>via</i> student access and success. Collaborate with Maties Sport and Facilities Management in relation to the Physical Master Plan process for the area south of the Eerste River.
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. A carefully coordinated recruitment and retention programme that attracts the best student-athletes in 	<ul style="list-style-type: none"> Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (AgriSciences)
	South Africa who have recognised academic and sporting talent.	
Campus Renewal Project to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> • Promote the relocation of AgriSciences to Welgevallen w to reduce the facilities footprint and provide growth opportunities on the main campus • Prioritise within the context of Campus Renewal Plan to maintain standards and improve efficiencies

ARTS AND SOCIAL SCIENCES

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Initiate student centred learning to ensure optimal use of main contact sessions. • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Re-assess Faculty's entire programme offering in 2017, and process results in 2017 with a view to comprehensive programme renewal. • Maintain and enhance activities of established L & T hub. • Implement policy on teaching portfolios, including training. • Implement policy on L&T awards. • Encourage professional development in L & T opportunities. • Identify and resolve "trip-up" modules.
Student access with success	<ul style="list-style-type: none"> • Revise admission requirements for mainstream and EDP to ensure quality access and higher success. • Develop sustainable financial model to improve module and graduation success rates with tutorial and tutor assistance. 	<ul style="list-style-type: none"> • Integrate EDP academic reading and writing skills with mainstream offering. • Integrate graduate attributes with module outcomes. • Identify and mentor undergraduate BCI students to enhance postgraduate pipeline.
Size and Shape	<ul style="list-style-type: none"> • Systematically increase numbers of BCI students in line with SU target, but ensure adequate academic support. • Stabilise undergraduate growth, increase postgraduate growth. • Target growth in new knowledge markets 	<ul style="list-style-type: none"> • Faculty will maintain its intake of newcomer first-years at 850 in 2016, with option to revise during next cycle of DHET target revision. • Grow CBI numbers in line with SU targets. • Target postgraduate growth to 35% of total students. • Ensure academic support to ensure success for BCI undergraduate intake.
Programme renewal	<ul style="list-style-type: none"> • Complete program renewal, consolidation and rationalisation of entire offering. • Improve cost-effectiveness by reducing ad hoc costs. • Reduce electives and duplication. • Phase out programs with low numbers. 	<ul style="list-style-type: none"> • First attempt at module consolidation and rationalisation has been initiated. • Comprehensive program renewal and consolidation starts in 2017. • Data collection to ascertain per module expenses and per module input commenced in 2016. • Consider alternative modes of delivery. • Consider new knowledge markets.
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> • Provide learning facilitation in Afrikaans and English, and where feasible, isiXhosa. • Investigate options for PMO (together with program renewal and time table changes) 	<ul style="list-style-type: none"> • Promote multilingualism as graduate attribute in the Faculty's teaching. • Implement multilingual learning and teaching without exclusion in all undergraduate classes (all classes are at least available in English, with support in Afrikaans, and where requested, in isiXhosa) • Utilise tutorials to increase the footprint of Afrikaans and isiXhosa.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
	<ul style="list-style-type: none"> • Provide simultaneous interpreting as per SU Language Policy where necessary and feasible. 	
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> • Continue with blended learning (combining face-to-face and ICT-based teaching) roll-out • Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned • Continue with enabling lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> • Workshops on blended learning module renewal for all departments in 2017. • Assessment of roll-out initiative in 2018. • Learning and Teaching T hub continues with support and dissemination.
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> • Research potential for different modes of delivery and different markets ("learn and earn"). • Continue to develop and market short courses. 	
Student financial support	<ul style="list-style-type: none"> • Optimally utilise state-funded bursaries and SU recruitment bursaries 	<ul style="list-style-type: none"> • Optimally utilise the full-time bursary scheme of the NIHSS for PhD students. • Optimally utilise the Graduate School bursaries for doctoral candidates.
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of "rural platforms" • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Utilise CI project in Railton, Swellendam, to create the prospect of establishing a rural platform in the Swellendam district.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Seven departments in the Faculty have already included service learning (integration of teaching and CI) as a requirement to pass in certain modules. • Establish postgraduate transdisciplinary programmes in Health and Development (explicitly requiring the integration of teaching, research and CI). • Several lecturers already publish journal articles on their CI projects. • The Community Interaction Committee of the Faculty has embarked in January 2016 on a project to develop assessment criteria for social impact, to develop performance indicators for social impact, and to develop strategies to recognize community interaction and social impact.
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Promote a range of school projects in the Faculty. • Within the framework of the Social Science for Development Congress (hosted biennially by PhD students), the New Voices in Social Science project focuses specifically on communicating science to society. • Established a research chair in Science Communication within CREST. • Created a Centre for Science Mass Communication in the Department of Journalism.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Support initiatives in this regard by strategically utilising teaching development funds.
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • Dean and vice-deans continue to explore and promote the initiation of new knowledge partnerships (which may be established by means of new mainstream programmes, short courses, certificate courses and postgraduate diplomas – such as in the areas of disaster and risk management, China literacy, the linguistics of sign language). • Collaborate with Mellon Foundation on a community-based project to promote poetry that breaks down barriers between people.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> • The Faculty has an Employment Equity Plan that implements the University's policy and implementation plan for employment equity. • The Faculty has received a grant from the Mellon Foundation to the amount of R5.3m to advance an inclusive professoriate. It entails support to Associate Professors and Senior Lecturers from designated groups that will enable them to be promoted to professors in 3 years' time. • A similar grant will be sought from the Mellon Foundation to advance Lecturers from designated groups to be promoted to Senior Lecturers. • Dedicated Faculty funds are made available to support staff from designated groups to finish their Master's and Doctoral degrees.
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • The theme of transformation has been integrated into the Faculty's environmental plan for 2017 – 2022. • An audit will be done in the Faculty to determine which modules focus explicitly in theory and practice on themes related to transformation. The Faculty has a history project in which Departments take a critical look at the modes of knowledge production and dissemination that were practiced in their departments over time, assessing its social impact and determining from there how their pedagogies, curricula and epistemologies should be adapted in order to promote lives of dignity and strategies of healing in South Africa.
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF 	<ul style="list-style-type: none"> • Make three new appointments in 2016 of lecturers from designated groups with funding from the Rector's Special Fund for Personnel • Apply for Mellon Funding for 2017-2019 to support the research of 12 to 15 lecturers with a view to promoting them • Set the target to increase mentors for junior staff by 10% per year • Set the target to increase NRF rated scientists by 10% per year • Set the target to double the number of post-docs in 2017 from about 14 to 30, and to add another 15 by 2018

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
	<p>funding. This will assist in retaining and developing young academic talent.</p> <ul style="list-style-type: none"> • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	<ul style="list-style-type: none"> • Establish with the cooperation of STIAS a programme for junior post-docs for young PhD graduates from PANGEA partnership universities • One appointment made in Social Work for 2016. Apply each year for more. • One participant in History. Apply for more when a call is opened.
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Maintain Faculty incentive scheme for research outputs: R20 000 for two accredited publication units if one is in an ISI journal; R10 000 for a first publication ever; R5 000 for finishing a PhD in 3 years; R15 000 for a supervisor delivering a PhD in 3 years • Maintain a well funded programme of student assistants and tutors to relieve researchers from some of the burdens of undergraduate teaching • Maintain a free term for dedicated research of active researchers • Maintain support for Postgraduate School administering PhD bursaries, organising a programme of soft skills for PhD students and fostering a cohort model of research cooperation and supervision • Investment in the salaries of two staff members of the Postgraduate School; providing laptops for PhD students from bursary funds • Maintaining and expanding PANGEA partnership in Africa • Maintaining and expanding the Peri-Peri-U partnership in Africa • Keeping international accords for joint research and PhDs open and active

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
		<ul style="list-style-type: none"> • Emeriti professors form part of incentive scheme for research, and are paid a stipend for post-graduate supervision • Support DHET in developing a system to acknowledge creative outputs as research that will qualify for subsidy
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> • Encourage staff members to make their research results accessible to the public in op-eds. This stimulate new ideas for research • Encourage Information Science, Music Technology and Geography (GIS and remote sensing technology) to submit projects for funding • Same as above • Establish a Language and Mind Laboratory in the Dept. of General Linguistics • Same as above, with more departments like Social Work, Sociology and Social Anthropology, and Psychology that can submit projects for funding to the SBDC and the DBSA
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • Consolidation of the Centre for Chinese studies • Consolidation of RADAR (on disaster and risk management) • Promotion of TRU (Transition Research Unit in Political Science) • Establish a Centre for Mass Science Communication (Journalism) • Establish Africa Open (Research on South African music archives) • Further built on SARChI Chair in Science Communication (CREST) established in 2015 (Peter Weingart) • Establish SARChI Chair in Political Science in 2016 (Amanda Gouws) • Establish SARChI Chair in Sociology and Social Anthropology in 2016 (Cherryl Walker) • Aim to establish an endowed chair in Afrikaans and Dutch to promote multilingualism (and the role of Afrikaans in it) • Aim to establish an endowed chair in African Languages to promote isiXhosa as an academic language • Aim to establish an endowed chair in General Linguistics in Sign Language • Further built on CSIR Chair in Artificial Intelligence in Information Science established in 2015 (Arina Britz)

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • Continue to encourage researchers to increase contract research and third stream income (already well established in Psychology, and Geography and Environmental Science, as well as CREST) • Same as above
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students • Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> • Establish and support national and international PhD conferences (already in place with USAN (Afrikaans and Dutch); SSD (Social Sciences for Development); and Geography and Environmental Science • Increase Post-doc positions in Faculty to 60 in 2019 • Change the ration of undergraduate: postgraduate enrolments in Faculty from 80:20 to 70:30 • Increase bursaries for honours and Masters students with incentives to finish in time as suggested here • Upgrading not usual or encouraged in Arts and Social Sciences • Already done in Visual Arts (NMMU) and African Languages (Venda) • PANGEA and Peri-Peri U networks already well established • Avoid duplication of ADA with Faculty's Postgraduate School role and functions

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> Expand initiatives on the so-called “internationalisation at home”, e.g. the new BCom International Business with Language Study Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> Evaluation of the current Strategic Intent to determine outcomes achieved Development of a Strategic Intent 2019 – 2023 	
Centenary project	<ul style="list-style-type: none"> Coordinate project for centenary celebrations 2018 	
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> Continuously revise budget model and processes Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy Refine the comprehensive capital plan 	<ul style="list-style-type: none"> Review established practices in Faculty in order to generate third-stream income (to be operated on a full-cost basis, with the funds channelled to the Faculty’s main budget). Explore the possibility of unlocking new income streams for the Faculty (such as the marketing value of the SU Choir, HB Thom Theatre, Music Conservatoire, Wordfees, etc.). Implement processes, under the guidance of the Vice-Rector (Learning & Teaching) and Vice-Rector (Social Impact, Transformation & Personnel) for financial sustainability of the faculty.
Justice and equal opportunities	<ul style="list-style-type: none"> Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis Provide 600 additional beds in student residences 	
Mobility plan	<ul style="list-style-type: none"> Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> • Explore the viability of a database for ambient music for film and television as a fully-fledged commercial entity. • Explore the viability of movie soundtracks as a fully-fledged commercial entity that could operate nationally and internationally. • Explore the viability of a forensics laboratory as a fully-fledged commercial entity (with the Faculty contributing forensic art). • Explore the viability of services pertaining to satellite observations of the earth as a fully-fledged commercial entity. • Explore the possibility of presenting training for data recorders of Statistics SA (at NQF level 5) on a fully-fledged commercial basis.
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • Currently working on a densification project to create more office space on the fourth floor of the Wilcocks Building as well as in the Arts Building (cor. Merriman and Ryneveld) – will contribute to electricity savings and a reduced carbon footprint.
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> • Develop and implement strategies and plans for financial sustainability of the faculty.
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	<ul style="list-style-type: none"> • Detail of collaboration and objectives that commenced during 2016 faculty per faculty and sport code per sport code to be continued.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Arts and Social Sciences)
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. • A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	<ul style="list-style-type: none"> • Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> • Detail prioritised actions to be rolled out over a 7-year project. • Started with the following high priority projects in 2016: <ul style="list-style-type: none"> ○ Engineering faculty as a whole. ○ HB Thom Theatre and Department of Drama ○ Sport facilities. • Finish the Tygerberg Campus backlog maintenance and upgrading projects. • Keep up with normal proactive and normal maintenance campus-wide as planned.

Economic and Management Science...

ECONOMIC AND MANAGEMENT SCIENCE		
STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Faculty-specific training provided to academics, including mini-PREDAC programme, teaching seminars, ICT i-Byte sessions, ICT training and teaching day. • Cost-effective development of a teaching hub.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Faculty uses extended degree programme (EDP) in Management Sciences as vehicle to support learners from disadvantaged school environments. Full first-year support offered. • All EDP students take part in the module mentor programme in respect of 'trip modules'; EA results used to refer students to module mentor programme; participation in development programmes, such as FIRLT emotional intelligence project; learning styles project; exposure to world of work and guest speakers. • Faculty's graduate attributes project being finalised. • Introduction of OPTIMUS programme in 2016 to offer an enriching experience and equip the best undergraduate students to compete for international study opportunities and prestige bursaries after graduation
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Growth plan with proper enrolment management, particularly to manage the expansion of the parallel-medium offering at sustainable levels. • Dean's office has created capacity to help manage enrolments, recruitment and selection on a daily basis. • The diverse composition of the Faculty's student intake is firstly managed through focused initiatives: Dean's breakfast with first-generation students, support bursaries for CBI students, Business@Maties initiative to introduce top students to Matie culture, telephonic campaign to reach mother tongue speakers, and focused communication initiatives.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties • Reconsider programmes with a low number of enrolments for phasing out 	<ul style="list-style-type: none"> • Regarding timetables, groups have been reorganised to ensure more cost-effective teaching. • Programme renewal process in respect of existing undergraduate programmes, including graduate attributes and ICT. Implementation started in 2016. • Programme renewal in 2017 with one EMS programme as part of the university wide workshop • New programme offering to expand the Faculty's Mode 2 offering, and broaden access. • Various initiatives in Faculty: module mentorship programme, tutor programme, etc. • Honours project: support to departments to maintain honours graduation rate (following the establishment of the research component). To be funded through Teaching and Development Grant.
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> • Increase learning facilitation in Afrikaans and English • Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound • Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> • The language implementation plan will be reviewed to implement the language policy of 22 July 2016. • The faculty will continue with its parallel medium offering for all first-year modules. The BAcc and BAccHons programmes will continue to be offered fully in parallel medium for all study years. • For all other undergraduate BCom programmes the following language options will be implemented according to group size, lecturing and time table constraints: parallel medium; a multilingual approach where all primary lecture content is provided in English with support in Afrikaans or in exceptional cases some modules are presented in only English or Afrikaans, in which case simultaneous interpreting are considered as and when required and feasible.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> • Increase blended learning (combining face-to-face and ICT-based teaching) • Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned • Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> • Mode 2 teaching ('blended learning') implemented with regard to some programmes; new programmes utilise blended learning; approach; expanding the Moodle platform, utilising mobile technology in lecture halls, transfer of information (podcasts); expanding electronic classrooms and electronic assessment; ICT support and training for staff, etc. • Position of ICT instructional officer filled in Faculty to support abovementioned projects in respect of TDG.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
		<ul style="list-style-type: none"> Ongoing (since 2014) ICT audit of all undergraduate modules: audit of ICT currently used in modules; development and training needs identified for module adjustments (2016).
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> Adapt programmes to also accommodate Learn & Earn students Increase number of short courses, certificates and diplomas Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> Faculty has developed new programmes, others have been repackaged, and some will be presented in latest teaching mode. Seven programmes were submitted to HEQC in 2014 for final approval (including four diploma programmes). Six had been approved in 2015 and four will be implemented from 2016. Three new programmes planned for 2016, one of which will serve the learn-and-earn market, namely Advanced Certificate (Business Management & Administration).
Student financial support	<ul style="list-style-type: none"> Increase total number of state-funded bursaries and privately/company donated bursaries Revisit bursary and loans strategy within the context of the changing Higher Education landscape Provide faculty based top-up bursaries for deserving students to cover full costs at university Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> Faculty has initiated a dean's fund to establish a sustainable bursary fund. Project ZERO launched in 2016. Initiative to establish new company bursary funds is making progress. The Shroders sponsorship of R2 million received for bursaries as well as R500 000 for Project ZERO.
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> Provide institutional definition of "rural platforms" Establish platforms in 2 other rural districts in the Western Cape Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> The educational theatre project of the African Centre for HIV/Aids Management is aimed at the Western Cape region as well as the rest of the country. Apart from HIV/AIDS awareness, these performances lead to high uptake of community HIV testing and some evidence through personal testament that longer lasting behavioural change does occur 120 000 people are tested for HIV every year, particularly in rural areas.
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> Provide support and structure to collaboration between staff, students and various social spheres Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching Develop theoretical frameworks for social impact Provide capacity building offerings in respect of collaborative research methodologies 	<ul style="list-style-type: none"> TsamaHub specialises in transdisciplinary research and education up until PhD level, and will now be superseded by the Centre for Complex Systems in Transition (CST), Stellenbosch University's Flagship Project which is hosted by the Faculty of EMS in collaboration with the Faculty of Science. Alumni class day, where research and activities of Faculty are introduced. School for Public Leadership (SPL) hosts Anti-Corruption Centre for Education and Research of the University of Stellenbosch (ACCERUS), which focuses on

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
	<ul style="list-style-type: none"> • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<p>research on corruption and how this challenge may be resolved as well as the Stellenbosch Good Governance Forum (SGGF).</p> <ul style="list-style-type: none"> • Faculty launched a Social Impact Committee • Faculty Appointed a Vice-Dean for Social Impact and Transformation
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Rachel’s Angels provides structured support to learners and teachers from partner schools. • School for Accounting offers THUTUKA bursary programme and educator training. • USB supports entrepreneurship in townships by means of the Small Business Academy (SBA). • Industrial Psychology presents career guidance projects at a large number of schools.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Industrial Psychology builds capacity by presenting workshops for CDP (‘continuous development points’) with a view to registered industrial psychologists and psychometrists. • The SPL presents extended short courses in the public sector in order to build capacity, for example in municipal management. These courses are also opening new knowledge markets for the university where the faculty will now be launching a Diploma in Public Accountability.
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • The faculty signed an MOU with Makerere University in 2015 to facilitate staff exchange, joint research and training. • The first, fully funded, PhD student who is a staff member at Makerere University joined the faculty in 2016 on the Graduate School (GEM) and another will join in 2017.
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> 	<ul style="list-style-type: none"> • The Faculty engages top world-class academics through projects such as the Thys Visser memorial lecture project, the visiting professor initiative and cooperation agreements. • Staff exchange agreements with numerous universities, including KU Leuven, University of Göttingen, Zhejiang Normal University China and many others. • Visiting lecturers from, for example, Zhejiang Normal University China, Hamburg, <i>etc.</i>

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
	<ul style="list-style-type: none"> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> • Launched StEM (Staff in Economics and Management Sciences integrated development programme) in 2015 to use the Graduate School model integrated with career planning and performance feedback to support PhD study by staff members. • Offer Masters and full time PhD scholarships to talented black South African scholars with a view to supporting high level academic careers.
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • Employment equity and transformation plan submitted in early 2016. • The plan includes targets for recruitment as well as promotion to increase the faculty's diversity. • Both GEM and STEM programmes increase the quantity and diversity of PhD students and offer attractive career profiles for BCI scholars. This initiative will help strengthen the pool of black scholar candidates for recruitment in years to come.
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent 	<ul style="list-style-type: none"> • Establish STEM (Staff Graduate School of Economic and Management Sciences), to give new academics the opportunity to advance their careers in a structured work environment/agreement. • Appointed a lecturer on the nGap programme in the Department of Economics. Another application is pending. • 7 new NRF ratings in the faculty in 2015

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
	<ul style="list-style-type: none"> • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Faculty EMS has a research incentive scheme and a fund for academic visits to international conferences and network opportunities. • An Elite Research Grant (R200 000) awarded from the Faculty budget in 2016 • Faculty EMS help academics to make use of Centre for Statistical Consultation services. • Research day • Financial incentives for individual researchers based on subsidised output.
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> • Social Innovation hub launched at the SPL Stellenbosch Good Governance Forum and supported with a faculty grant (using an incentive alignment scheme) • The Dean joined the LaunchLab board. • The Faculty joined the Africa Institute for Transformational Entrepreneurship with Coventry University and the Association of African Universities.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • New Centre of Excellence to be created in the Department of Economics, with a R25 million grant from the Competition Commission. • University’s flagship project, CST, successfully launched.
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • Various centres and institutes in the faculty which is generating income and helping to extent academic footprint: Anti-Corruption Centre for Education and Research, Sustainability Institute, Stellenbosch Good Governance Forum, The Small Business Academy (USB), Centre for Corporate Governance, Humanitarian Logistics, Bureau for Economic Research, Institute for Future Research, <i>etc.</i>

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
Postgraduate student success	<ul style="list-style-type: none"> Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> (GEM – Graduate School for Economic and Management Sciences) running with 30 full time enrolled PhD students in order to increase PhD success. Faculty EMS has an annual postgraduate bursary fund for students. Faculty graduated a record number of PhDs in 2015. PhD throughput managed more actively in the Faculty. Supervision pipeline introduced as a management criterion on PhD supervision. Signed agreement with Makerere University to collaborate on research and postgraduate (especially PhD) education. This included a staff member from Makerere joining GEM in 2016.
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> Develop a strategic plan for internationalisation Alignment of international function across the university 	<ul style="list-style-type: none"> USB has an extensive international agenda, and own international office. The Faculty is building an African Agenda around joint PhD supervision and joint research.
Networks, partnerships, collaboration	<ul style="list-style-type: none"> Maintain a database for all networks, partnerships, and collaboration agreements Embark on an exercise to evaluate value of existing partnerships, networks and alliances Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> USB international partnerships are extensively document and highly active. SPL has a large portfolio of international collaboration, in research and learning and teaching. The Faculty signed an MOU with Makere University in Uganda regarding joint research and PhD supervision. The Faculty joined the Africa Institute for Transformational Entrepreneurship with Coventry university and the Association of African Universities

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
Develop an Africa footprint	<ul style="list-style-type: none"> Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') Nurture Africa networks to develop lasting partnerships Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> The Faculty has been selective in formal partnerships, preferring quality over quantity
Grow international student and staff numbers	<ul style="list-style-type: none"> Attract and increase number of appointed internationally renowned scientists Increase number of enrolment of undergraduate students to its international study programmes Be a magnet for international postgraduate students Appoint more international post-docs with an excellent study record Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> The faculty serves a very large contingent of African students, especially at the USB, SPL and African Centre for HIV/AIDS management. 17 of the current 30 students on the full time, fully funded, PhD programme (GEM) are from African countries beyond SA's borders. A number of African scholars serve on the faculty's staff, including 4 full professors.
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> Expand initiatives on the so-called "internationalisation at home", e.g. the new BCom International Business with Language Study Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> BCom (International Business) launched successfully in 2016, with massive demand for placement in 2017. USB Ed serves a very large African market with executive education short courses.
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> Evaluation of the current Strategic Intent to determine outcomes achieved Development of a Strategic Intent 2019 – 2023 	<ul style="list-style-type: none"> Faculty project to develop a broader range of high frequency Business Operation Indicators to improve decision making at all levels and ensure alignment with the Faculty's plan.
Centenary project	<ul style="list-style-type: none"> Coordinate project for centenary celebrations 2018 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	<ul style="list-style-type: none"> • Faculty has an internal budgeting model that is income-driven and supports environments to grow their income and become more cost-effective. • SU's full-cost model serves as a mechanism to expand the academic footprint of third-stream income activities.
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	-
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	-
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	-
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • Outdated air-conditioning systems are replaced with the latest energy-efficient systems in new projects. • Bellville Park campus is developing the first Sustainability Plan for an SU campus, to serve as an example.
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) 	<ul style="list-style-type: none"> • Faculty has developed an internal budgeting model to complement SU's strategic intent to expand revenue sources.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Economic and Management Science)
	<ul style="list-style-type: none"> Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> Every year, departmental plans for staff, enrolments, new strategic initiatives and income are managed in detail by means of three-phase departmental conversations.
<p>Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering</p>	<ul style="list-style-type: none"> An increase in translational research outputs in partnership with a variety of academic Faculties/departments. A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. The infusion of technology and innovative practices into Maties Sport and all its operations. Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	<ul style="list-style-type: none"> Detail of collaboration and objectives to be determined during 2016 faculty per faculty and sport code per sport code.
<p>Maties Sport: Raise the percentage of competitive athletes who achieve academic success</p>	<ul style="list-style-type: none"> A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	<ul style="list-style-type: none"> Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.
<p>Campus Renewal Plan to be implemented: 2016 - 2023</p>	<ul style="list-style-type: none"> Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> Detail prioritised actions to be rolled out over a 7-year project. Start with the following high priority projects in 2016: <ul style="list-style-type: none"> Engineering faculty as a whole. HB Thom Theatre and Department of Drama Sport facilities. Finish the Tygerberg Campus backlog maintenance and upgrading projects. Keep up with normal proactive and normal maintenance campus-wide as planned.

• EDUCATION

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Support staff members to use SUNLearn and develop blended learning materials. • Recruit and train teachers as mentors.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Increase black undergraduate students from 24% to at least 35%. • Recruit students for SU from Hope@ Maties and SciMathUS (300 in 2015). • Maintain and monitor existing student support and tutorial programme. • Implement and monitor FINLO graduate attributes project in BEd. • Provide training to staff on students with special needs.
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Involve alumni in recruitment. • Maintain undergraduate student numbers. • Expand postgraduate enrolments, within capacity of staff.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties • Reconsider programmes with a low number of enrolments for phasing out 	<ul style="list-style-type: none"> • Develop modules for revised BEd and BEd Hons. • Expansion of PG Dip Higher Education (T&L) in 2016. • Re-conceptualisation of curriculum and staffing of Teaching Practice. • Change 50% research Masters to 100% research, with support workshops for students.
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> • Increase learning facilitation in Afrikaans and English • Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound • Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> • Implement Language policy in all modules. • Development of digital multilingual glossaries. • Provide additional supervision capacity for isiXhosa-speaking students on Teaching Practice. • Linguistic landscaping for multilingual signage. • Appoint nGap lecturer in isiXhosa teaching.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> • Increase blended learning (combining face-to-face and ICT-based teaching) • Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned • Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> • Advance use of technology, <i>e.g.</i> e-portfolios, blended learning, <i>etc.</i> • BEdHons <i>via</i> blended learning to replace separate campus 1 and campus 2 offerings. • Expand student virtual links, <i>e.g.</i> PGCE students with Malmo University.
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> • Adapt programmes to also accommodate Learn & Earn students • Increase number of short courses, certificates and diplomas • Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> • Offer Advanced Diploma in Education modules as stand-alone short courses for teachers (Maths, Science, and Educational Leadership). • Investigate offering of flagship short courses, <i>e.g.</i> in digital learning. • Investigate offering of PG Dip Higher Education modules as short courses. • Investigate offering of a Professional Master's degree. • Offer MOOC on African Philosophy of Education

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Student financial support	<ul style="list-style-type: none"> • Increase total number of state-funded bursaries and privately/company donated bursaries • Revisit bursary and loans strategy within the context of the changing Higher Education landscape • Provide faculty based top-up bursaries for deserving students to cover full costs at university • Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> • Participate in national Funza Lushaka bursary programme. • Establish Dean's bursary fund.
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of "rural platforms" • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Expand current rural Teaching Practice school placements beyond those linked to Ukwanda. • Investigate Teaching Practice and other professional placements for student teachers in different contexts of South Africa, including rural areas • Participate in DHET Funza Lushaka bursary programme for students from rural areas
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Build research and teaching links with NGOs and community projects. • Ensure curriculum 'talks to' the diversity of South African contexts, through course content, school placements, service learning, <i>etc.</i> • Implement programme around a welcoming culture. • Integrate teacher and school development better with research and teaching in the Faculty. • Support Faculty CI projects, <i>e.g.</i> in maths, Afrikaans. • Increase number of research-based articles appearing in popular media. • Participate actively in policy forums. • Establish enabling infrastructure for community linkages.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Support and expand current Hope@Maties and SciMathUS programmes • Enhance existing relationships with schools, through Teaching Practice placements and SUNCEP programmes. • Establish formal partnerships with 2-4 schools for Teaching Practice support and to develop relationships in areas of neglect <i>e.g.</i> physical education, psychological services. • Improve Faculty website. • Alumni newsletter and function • Create opportunities for students to participate in volunteer programmes with schools.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Expand and support existing FINLO projects <i>e.g.</i> on graduate attributes, reading comprehension, digital storytelling, <i>etc.</i>
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • Maintain and build existing partnerships with WCED and Northern Cape Department of Education for leadership training of school principals. • Participate actively in relevant provincial and national structures, <i>e.g.</i> Provincial Teacher Education and Development Committee
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> • Support staff in career planning, through promotions, fellowships, mentoring, <i>etc.</i> • Evaluate new performance management protocol.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • Participate in institutional task teams on gender, transformation, <i>etc.</i> • Recruit increased numbers of students from under-represented groups • Develop strong mechanisms for working with students with disabilities

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	<ul style="list-style-type: none"> • Preferential appointment of young members of staff, particularly from the designated groups • Participation in all developmental opportunities for younger staff (nGap, MERC, etc.) • Support for academic stars to pursue development opportunities <i>via</i> funding for research visits • Support to manage other aspects of their workloads to enable them to establish sustainable scholarly careers and publication

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Increase appointment of Post-doctoral fellows and research associates • Increase publications from M and D graduates • Incentive funding for research associates and extraordinary professors • Incentive funding for post-graduate students to assist in the completion of their theses and publication of articles • Appoint 1-2 consolidocs per year to promote publication from theses • Encourage the 'thesis by article' mode for selected M and D students as a way of encouraging students to publish articles while doing their thesis work • Support selected PhD students to turn their theses into books • Increase joint publication by PhD graduates and their supervisors • Implement an expectation that PhD graduates publish at least one article from their thesis • Support, protect and incentivise productive academics to continue to publish and mentor junior academics • Provide developmental opportunities to encourage publishing <i>via</i> article publishing workshops and a faculty-wide writing support group
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • Develop Faculty and departmental research clusters. • Share research findings through regular staff seminars. • Acquire one NRF research chair in the Faculty. • Encourage international networks. • Link FINLO funding to research outputs.
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • Acquire one third stream funded research chair around the theme ‘Reimagining Education’ • Distribute Faculty brochure on research focus areas, for purposes of marketing and funding

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students • Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> • Identify blockages to postgraduate throughput, and establish mechanisms to address this • Implement postgraduate support and seminar programme within and across departments • Support a community of scholars through the establishment of a postgraduate student council and the provision of workspace • Writing and other research support workshops for postgraduate students to assist in improving throughput rate
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • Establish enabling infrastructure to manage Faculty-based international partnerships.
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • Establish database of existing partnerships. • Evaluate existing partnerships. • Grow and expand successful partnerships.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> • Investigate offering the Postgraduate Diploma in Learning and teaching (Higher Education) to other universities in Africa.
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> • Continue to attract postgraduate students from other countries, especially in Africa. • Offer modules in the African Doctoral Academy.
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called "internationalisation at home", e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> • Evaluation of the current Strategic Intent to determine outcomes achieved • Development of a Strategic Intent 2019 – 2023 	
Centenary project	<ul style="list-style-type: none"> • Coordinate project for centenary celebrations in 2018 	<ul style="list-style-type: none"> • Participate in centenary celebrations.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	<ul style="list-style-type: none"> • Ensure optimal budget planning and income generation, through review of all cost centres. • Review of all vacancies. • Increase research outputs using strategic funds.
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	<ul style="list-style-type: none"> • Lobby for an institutional budget model that ensures opportunities for deserving staff to be promoted.
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	-
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> • Offer short courses through SUNCEP, Centre for Higher and Adult Education (CHAE), Sports Science.
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • Recycle paper. • Switch off lights. • Teach formal programmes on Environmental Education.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Education)
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. • A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	

ENGINEERING

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Quality is lost if insufficient budgetary provision is made for academic staff. • This is incorporated into Engineering's Performance appraisal system and in the Faculty's requirements for promotion for academic staff. • Academic staff and students are already overextended – don't use one size to fit all – e.g. Engineering has spent MR 30 on student spaces within the Faculty for students to do group work; study in groups, etc.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • A lack of available resources may have a negative impact on student success. • An initiative/ research project started in 2016 to identify the causes of student failure in the Faculty of Engineering. • Two part-time educational psychologists are employed by the Faculty to assist students. • The Faculty has a compulsory module Complimentary Studies in either the 3rd or 4th year of all programmes addressing this. Graduate attributes are specified in the Exit Level Outcomes of The BEng programme and external assessed as part of the ECSA accreditation process.
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Selection criteria are determined annually to manage 1st year student numbers • The Faculty of Engineering cannot grow its undergraduate numbers within the present facilities. The school system is not producing sufficient matriculants with 75% plus for Mathematics and Physical Science. A moderate growth in postgraduate intake is possible if academic staff numbers increase. • Faculty offers a large number of short courses (integrated into PG modules), but formal Mode 2 qualifications at NQF levels 6-8 will require additional staff
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties 	<ul style="list-style-type: none"> • Graduates from the Faculty of Engineering are in high demand in industry – more and more of our graduates are employed outside the traditional engineering industries (e.g. financial sector, business consulting, etc.) due to their problem solving attributes. Busy with graduate and employer survey. • The Faculty already implemented a common first year 10 years ago to ensure cost-effectiveness

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
	<ul style="list-style-type: none"> Reconsider programmes with a low number of enrolments for phasing out 	<ul style="list-style-type: none"> There are no programmes with low enrolment figures in the Engineering Faculty.
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> Increase learning facilitation in Afrikaans and English Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> The Engineering Faculty has already implemented the policy of presenting large classes in PMI and making available simultaneous interpreting services From English to Afrikaans in the junior years.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> Increase blended learning (combining face-to-face and ICT-based teaching) Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> There is a comprehensive blended learning project in the Faculty with 20 to 30% of academic staff already participating. The new Student Learning Centre of the Faculty is fully operational and offers students access to group work rooms and Wi-Fi for ICT Evaluating one publisher's on-line offering in 2016 for possible use in future The Faculty aims to upscale its use of ICT, provided that there are sufficient man-hours to invest in such an initiative – the Blended Learning Initiative in the Faculty will continue.
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> Adapt programmes to also accommodate Learn & Earn students Increase number of short courses, certificates and diplomas Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> The Faculty has a large variety of short courses serving the learn-and-earn market. The feasibility of new postgraduate qualifications is being explored (Biomedical Engineering, Agricultural Engineering). Manpower restrictions on this
Student financial support	<ul style="list-style-type: none"> Increase total number of state-funded bursaries and privately/company donated bursaries Revisit bursary and loans strategy within the context of the changing Higher Education landscape Provide faculty based top-up bursaries for deserving students to cover full costs at university Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> This should probably be undertaken by the recruitment office. The Faculty makes an effort to put students in touch with companies who offer bursaries. The Faculty did introduce top-up bursaries a few years ago, but cuts in the budget allocation to faculties in 2014, left the faculty with no choice but to discontinue the initiative Central support service function

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of “rural platforms” • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Faculty does not understand what this would mean for the faculty. • Because of the high cost of laboratories for engineering we are not convinced that this is a viable option for the Faculty of Engineering.
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • The Centres and Institutes within the Faculty facilitate the interaction with industry – one of the most important spheres of society for engineering. • Through the establishment of transdisciplinary Centres and Institutes the Faculty enhances transdisciplinary research. • Social impact is integrated throughout the curriculum and research of the faculty. • Faculty is actively involved in community projects through a compulsory module that contains a service learning component.
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • TRAC plays an important part in this regard. • Interaction with industry is an important component of the Faculty’s community engagement, which utilises SU resources and facilities in the interest of the broader community. • In this regard, TRAC’s school outreach constitutes an important part of the Faculty’s contribution.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Most undergraduate programmes in Engineering entail compulsory vacation work, which contributes to experiential learning. Practicals in most modules in the faculty also contributes to this. • The leadership development module presented as part of the compulsory Complementary Studies (Eng) 311 and 441 modules make a contribution in this regard.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU's through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • This is probably a function best performed at institutional level.
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> • The Faculty actively seeks to enhance the diversification of personnel with every appointment. • The Faculty of Engineering did a wellness survey amongst academic staff in 2015 and amongst certain support staff in 2016. Unfortunately, these surveys create expectations amongst staff and if nothing materialises staff become negative.
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • The Faculty will participate actively where possible to accelerate the process of transformation within the institution and is actively working on/towards transformation within the faculty.
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of 	<ul style="list-style-type: none"> • Faculty of Engineering fully supports this emphasis and is actively engaging on this route (nGAP), appointment of academic staff on level of lecturer and junior lecturer, with promotion when certain objectives are met.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
	<p>talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise.</p> <ul style="list-style-type: none"> • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	<ul style="list-style-type: none"> • Faculty has a mentorship programme - some departments appoint emeritus professors with the specific task of mentoring. • The faculty encourages academics to apply for a NRF rating – unfortunately, many of the young academics do not meet the criteria yet. • In certain fields it is very difficult to get post-docs and ways should be investigated to supplement the post-doctoral programme. • The Faculty actively supports this initiative and apply for nGAP posts.
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish 	<ul style="list-style-type: none"> • The Faculty has an incentive scheme to promote research outputs – initially aimed at quantity, but adjusted for quality from 2015 onwards. The Scopus profile of the Faculty has improved dramatically over the past 4 years. • The Annual Research Day in the Faculty addresses this aspect. • Faculty laboratory Fund used as seed fund to leverage other funds, or finance smaller equipment. • Faculty is developing a plan to expand and focus its international networks Faculty actively encourages the appointment of Emeritus professors as mentors and research fellows.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
	<ul style="list-style-type: none"> • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> • Researchers are encouraged to apply for TIA funding. • Innovus is actively supported. • As an institution we should assess the overall impact of driving innovation on academic performance of staff
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • Establishment of the Institute for Biomedical Engineering (Faculty of Engineering) • Negotiations currently underway to establish a joint programme in RoboticsFirst endowed chair in the Faculty was established in 2016 (SANRAL Chair in Pavement Engineering)

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (e.g. Horizon 20:20, NIH, Partnership with Fraunhofer, etc.) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • The faculty's 3rd stream income comes from diversified sources (NRF, government agencies, local industry, international programmes and international companies)
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students • Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> • Faculty has a PG recruitment programme to ensure PG enrolment numbers are met. • Targets for new PG students are agreed upon annually with departments. • The Faculty's PG numbers are capped for the next few years, therefore difficult to have a large growth in PG numbers. Insufficient staff and facilities for further growth. • Faculty is in process of changing its internal budget allocation methodology to encourage the timeous completion of PG studies. • The Faculty has a well-documented process for upgrading from M top PhD. • Faculty encourages the enrolment of lecturers at Universities of Technology for advanced degrees in the Faculty

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • The Faculty will only be able to comment once more information is available
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • At this point it seems as if additional work will first be needed on the institutional level
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> • In the past it was very difficult to obtain work permits for possible international staff members and this should be addressed institutionally • If SU wants to improve its position on the international ranking this aspect will have to receive attention and funding.
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called “internationalisation at home”, e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> • The Engineering Council of SA (ECSA) is a signatory to the Washington Accord and this ensures that our accredited BEng degrees are internationally recognised.
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> • Evaluation of the current Strategic Intent to determine outcomes achieved • Development of a Strategic Intent 2019 – 2023 	<ul style="list-style-type: none"> • The Faculty is willing and eager to participate in this initiative as and when required.
Centenary project	<ul style="list-style-type: none"> • Coordinate project for the centenary celebrations in 2018 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	<ul style="list-style-type: none"> • Must ensure that the budgeting model is applied as agreed. • Faculties probably require assistance to successfully implement the full-cost model. • SU has to do a detailed analysis of the sustainability of certain activities.
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	-
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> • IP is important, proper alignment between research and Innovus should be ensured. • There should be cost vs benefits analysis for these activities – as a leading research university we should be active in this field, the question is to what extent does it contribute to sustainability.
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • The Faculty has considerable expertise with regard to the management and processing of waste, energy and water management, LCA, etc. and is willing to actively participate in these projects.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Engineering)
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> Execute the Institutional Plan Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> Faculty would like to see more being made of sustainability in the Institutional Plan, particularly in terms of financial sustainability, sustainable utilisation of staff and sustainable replacement of outdated equipment.
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> An increase in translational research outputs in partnership with a variety of academic Faculties/departments. A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. The infusion of technology and innovative practices into Maties Sport and all its operations. Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	<ul style="list-style-type: none"> Detail of collaboration and objectives to be determined during 2016 faculty per faculty and sport code per sport code.
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	<ul style="list-style-type: none"> Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> Detail prioritised actions to be rolled out over a 7-year project Start with the following high priority projects in 2016: <ul style="list-style-type: none"> Engineering faculty as a whole. HB Thom Theatre and Department of Drama Sport facilities. Finish the Tygerberg Campus backlog maintenance and upgrading projects. Keep up with normal proactive and normal maintenance campus-wide as planned. The one big worry is sufficient funding for a comprehensive Campus renewal plan

LAW

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Annual student feedback • Building learning and teaching criteria for performance assessment purposes • A well-functioning Teaching Hub coordinates regular discussions on topical teaching practices.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Refine selection process • Analyse trends and patterns in student success to inform recruitment, selection and measures aimed at achieving graduate attributes and co-curricular development.
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Enrolment management • Faculty bursary scheme for postgraduate students, specifically targeting BCI students.
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties • Reconsider programmes with a low number of enrolments for phasing out 	<ul style="list-style-type: none"> • Collaborate with relevant support services to provide support to students to improve throughput. • Implement new LLM offerings.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> • Increase learning facilitation in Afrikaans and English • Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound • Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> • Writing consultants • Language support by means of specifically structured tutorials.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> • Increase blended learning (combining face-to-face and ICT-based teaching) • Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned • Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> • ICT enhanced learning, teaching and assessment • Training opportunities for staff • Continuation of the services of the ICT Coordinator in the Faculty (this role is also potentially critical for the next objective of new knowledge markets).
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> • Adapt programmes to also accommodate Learn & Earn students • Increase number of short courses, certificates and diplomas • Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> • Explore possibilities to accommodate learn and earn students.
Student financial support	<ul style="list-style-type: none"> • Increase total number of state-funded bursaries and privately/company donated bursaries • Revisit bursary and loans strategy within the context of the changing Higher Education landscape • Provide faculty based top-up bursaries for deserving students to cover full costs at university • Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> • This is the responsibility of the Development Office in conjunction with the Faculty. • Continue Faculty funding schemes (Dean's Bursary Fund and Amicus)
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of "rural platforms" • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Increasing the efficiency and sustainability of the LAC.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Continued collaboration with EMS on financial literacy community project • Promote the work of relevant research units, such as SERAJ and APPRRU.
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Financial Literacy project.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Continued clinical legal education at the LAC
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel 	<ul style="list-style-type: none"> • Ensure wellness of staff. • Continuous career and succession planning.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
	<ul style="list-style-type: none"> • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • Transformation Committee to serve as central driver of transformation in the Faculty and calibrated to the anticipated Transformation Plan of the University.
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. 	<ul style="list-style-type: none"> • Expansion of the existing mentorship programme • Managing competing claims on the capacity of staff in respect of the different traditional roles of an academic. • Growing the number of NRF rated researchers • Participating in the MERC Fellow programme. • Identify 1 position within the nGAP programme.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
	<ul style="list-style-type: none"> • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research output • Extend strategic networks, both nationally and internationally • The law library is of critical importance to continued high quality and quantity research outputs and high quality learning and teaching. • Continued involvement of Emeritus Professors.
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	-
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of 	<ul style="list-style-type: none"> • Research units such as the APPRRU, SARCPL Chair in Property Law and the Oppenheimer Chair in Human Rights focus on relevant developmental objectives.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
	<p>the national development plan and achievement of the Global Sustainability goals</p> <ul style="list-style-type: none"> • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • Increased focus on subsidised research output.
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university 	<ul style="list-style-type: none"> • Recruitment processes to ensure that the best students from all race groups choose the SU as their preferred university • Increasing the number of LLM and LLD students

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
	<ul style="list-style-type: none"> • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students • Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> • Form strategic alliances with international universities to build capacity and advance internationalisation • Managing postgraduate pipeline.
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation.
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called "internationalisation at home", e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> • International Law as a core component of all our programmes, as required by Section 39.2 of the Constitution of the Republic of South Africa, 1996.
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> • Evaluation of the current Strategic Intent to determine outcomes achieved • Development of a Strategic Intent 2019 – 2023 	
Centenary project	<ul style="list-style-type: none"> • Coordinate project for centenary celebrations in 2018 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	-
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	-
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	-
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	-
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	-
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	-

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Law)
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. • A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	

Medicine and Health Sciences...

MEDICINE AND HEALTH SCIENCES

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Optimal use of clinical training platform • Increased longitudinal clinical training opportunities • Clinical trainers equipped to fulfil role on UG and PG platform • Increased number of sites for training especially in rural settings • Evaluate clinical training effectiveness • Strengthened partnerships with private health sector • Align patient care and learning • Maximised experiential learning of student internships • Mechanisms implemented for ongoing feedback on performance to students and staff • Staff participation in faculty development initiatives to strengthen their teaching role • Award visiting professorships in health professions education • Establish collaborative multi-site research in health professions education
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Maintain consistently high UG student success rates • Supported learning and living synergies • Improved coordination of UG student support • Consolidated student support and development services (academic, financial, social, psychological, etc.) under a single portfolio
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market 	<ul style="list-style-type: none"> • Successful innovations to strengthen curricula • Increased inter-professional education opportunities across UG curricula

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties • Reconsider programmes with a low number of enrolments for phasing out 	<ul style="list-style-type: none"> • Incorporate findings of RCS longitudinal study and other educational research • Consolidation and modularisation of the Honours programmes in the FMHS to ensure optimisation of resources
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> • Increase learning facilitation in Afrikaans and English • Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound • Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> • Improved functional multilingualism in all students and staff
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> • Increase blended learning (combining face-to-face and ICT-based teaching) • Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned • Systematically enhance lecturers' competency in ICT for learning facilitation 	
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> • Adapt programmes to also accommodate Learn & Earn students • Increase number of short courses, certificates and diplomas • Apply ICT to extend module offerings to non-residential students 	
Student financial support	<ul style="list-style-type: none"> • Increase total number of state-funded bursaries and privately/company donated bursaries • Revisit bursary and loans strategy within the context of the changing Higher Education landscape • Provide faculty based top-up bursaries for deserving students to cover full costs at university • Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> • R25 million procured for funding of FMHS UG bursaries

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of “rural platforms” • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Ukwanda Centre for Rural Health (UCRH) positioned as a leading academic centre • Sustained funding for the Area Health Education Centres (AHEC) project for enhancement of learners’ skills in Science, Maths and Life Skills • Engage with the Northern Cape to expand our Rural health initiatives
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Social accountability framework in place / revised framework for social impact in FMHS
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Community programmes, cooperation and outcomes publicised, recorded and shared • Faculty’s commitment and actions to improve equity in healthcare widely recognised
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Leadership Development Programme - Sustain the LDP for newly appointed Heads and emerging middle management staff • Graduate attributes as part of curriculum including the health professional as advocates for change
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings 	<ul style="list-style-type: none"> • Finalised BLA with NHLS • Successful financial model between the SU and WCG DoH

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> Identify opportunities for research and internships Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> Continued negotiations aimed at finalising a BLA with the WCG DoH Formal agreement with the MRC Memorandum of Agreement with South African Health Services
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> Establish a practice of Integrated Work Force Planning. Enhance diversification of personnel with regard to indicators like ethnicity and gender Develop transformation competence of personnel Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> Improve Diversity/ Profile of Staff - Achieve CBI for C1 staff on post levels 5 – 7 of 50% by 2021 Implement FMHS Wellness Initiatives Finalise Tobacco-Free Campus Initiative
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> Establish institutional, faculty and professional support service transformation structures Draft a transformation implementation plan Develop assessment criteria for transformation Develop performance indicators for transformation Coordinate and strengthen transformation initiatives Strengthen, advance and coordinate research on transformation Develop theoretical frameworks for transformation Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> Enhance and accelerate equality, diversity and transformation (ED&T) through Efficient functioning of Equality Champions Optimal utilisation of the services of the newly appointed Relational Coach Efficient functioning of Advisory Committee on Transformation Desired institutional culture with all its attributes lived and communicated in an integrated, consistent way across all communication channels
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. 	<ul style="list-style-type: none"> Staffing strategy for research developed focusing on replacing aging cohort of researchers and retention of young academic stars Mentoring Committees established for all future academic stars Increased numbers of NRF-rated researchers 100 Post-doctoral fellows in FMHS by 2021 At least 5 Translational Science Post-docs by 2021

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	<ul style="list-style-type: none"> • B-rated researchers support program established
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers 	<ul style="list-style-type: none"> • Established and well-functioning Data Management Centre • Well-functioning and -resourced RDS • Established and well-functioning Bioinformatics Centre • Upgrade of research infrastructure - finalised plans and begin construction of new FISAN complex by July 2017 • SU Clinical Trials Unit established and ready to move into the new Tygerberg Hospital • Funding for the appointment of a full-time veterinarian as required by the Veterinary and Para veterinary Professions Act, 1982 (Act No. 19 of 1982) • New FMHS library, including a research commons, completed by December 2017 • Increased numbers of UG students participating in research

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Targeted strategy for the communication of successes and impact of research through various marketing and communication channels, including social media. • Ensure that all top-level researchers in the FMHS have a ResearchGate profile, a GoogleScholar profile and a Wikipedia page • Mechanisms developed to support and expand clinical research and increase the number of clinicians with PhDs • Database developed of research interests, expertise and collaborative opportunities for all researchers in the FMHS
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> • Increased numbers of innovation projects registered with Innovus
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made 	<ul style="list-style-type: none"> • Increased numbers of NRF SARChI Chairs, MRC flagship projects and Centres of Excellence • Establish research collaboration with selected historically disadvantaged universities (like Walter Sisulu University) • Endowed chairs in Cancer, CVD, TB and Sport and Exercise Medicine established with 4th stream funding

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> Expand the Endowed Research Chair program (Industry, Private sector funded) 	
Generating extra income through research and advancement	<ul style="list-style-type: none"> Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies Maintain and expand partnerships with industry and international institutions Increase the indirect cost recovery from 17% to 25% where possible Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> 3rd stream income increased to R750 million by 2021 R 350 million sourced from DHET or other donors for new FISAN complex
Postgraduate student success	<ul style="list-style-type: none"> Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> Improved Colleges of Medicine exam performance Improved research supervisory skills Strengthened PG support structures at FMHS Pre-Doctoral programme rolled out to entire Faculty Doctoral Office fully functioning Increased numbers of C1 staff with PhD's. Target of 50% by 2021 Functioning MMed Research Unit to support and capacitate MMed students to successfully complete and publish their research assignments Increased number of staff with the capacity to supervise doctoral students Recruit PhD students in a targeted manner for supervision by these staff

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • Update current FMHS Internationalisation Strategy • Put in place functioning FMHS Internationalisation Committee • FMHS brand firmly established and recognised nationally and internationally
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • Increased strategic relationships with African and other international partners. • Faculty's global ranking significantly improved • Faculty sought after as a preferred partner for international collaboration • Leading research, innovation and cooperation through projects, alliances, partnerships and joint ventures showcased
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> • Map current African footprint • Identify new opportunities and develop plan for targeted approach
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record 	<ul style="list-style-type: none"> • Increased number of international PG students

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> Recognition of study credits within the Africa context 	
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> Expand initiatives on the so-called “internationalisation at home”, e.g. the new BCom International Business with Language Study Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> Complete process for unbundling of the Department of Interdisciplinary Health Sciences. Create four separated departments with improved visibility of Public Health, Family and Emergency Medicine, Nursing and Allied Health Sciences.
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> Evaluation of the current Strategic Intent to determine outcomes achieved Development of a Strategic Intent 2019 – 2023 	
Centenary project	<ul style="list-style-type: none"> Coordinate project for centenary celebration for 2018 	
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> Continuously revise budget model and processes Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy Refine the comprehensive capital plan 	<ul style="list-style-type: none"> Integrated budget implemented to ensure sustainable resource allocations
Justice and equal opportunities	<ul style="list-style-type: none"> Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis Provide 600 additional beds in student residences 	
Mobility plan	<ul style="list-style-type: none"> Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> Patenting, licensing and the formation of spin-out companies 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • Implement FMHS Green Initiatives • Reduced electrical consumption and water usage; mechanisms in place to offset air travel; reduced food wastage; improved waste disposal, including recycling; improved land use at Tygerberg Campus
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> • Integrated budget implemented to ensure sustainable resource allocations
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. 	

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Medicine and Health Sciences)
	<ul style="list-style-type: none"> A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> FISAN project to be approved and funded as a matter of urgency to firstly protect SU third income and main budget, and secondly allow growth in third income

Military Science...

MILITARY SCIENCE

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Ensure continuous skills development programmes. • Accommodate Military Science staff on Rector's Awards scheme (Divorced from HR performance evaluation – since Military Science staff are not SU and therefore not under SU HR performance evaluations). • Utilise Teaching Development Grants to fully exploit support capacities.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Faculty (SU) to become involved in the recruitment of students from school level (diverse sectors), enrol with DOD on Officer Career Pathway for Professional Military Education. Well rounded product as participative citizen.
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Implementation of Defence Review envisages the growth of student numbers at the Military Academy to 1000 residential students and 1000 learn and earn telematics students.
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties 	<ul style="list-style-type: none"> • Determine and maintain relevance to DOD. • Maintain unique (contextualised military education) academic programmes. • Evaluate existing programmes for the ITE and residential market with the intent to increase common modules, streamline programme offering and develop majors at exit level relevant to DOD requirements, such as HR and Logistics Management.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
	<ul style="list-style-type: none"> Reconsider programmes with a low number of enrolments for phasing out 	
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> Increase learning facilitation in Afrikaans and English Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> The operational language for the DOD is English. Attracting foreign Students from the African Continent, especially the SADC region, (also language Support for Swahili, Arabic, French, Arabic and Portuguese speakers).
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> Increase blended learning (combining face-to-face and ICT-based teaching) Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> Renovate existing classrooms to integrate ICT platforms. Faculty expansion (Defence Academy in line with Defence Review) as well as ICT infrastructure.
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> Adapt programmes to also accommodate Learn & Earn students Increase number of short courses, certificates and diplomas Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> Foreign languages tuition through MOU with French Embassy. Present Faculty PhD (Mil). Creation of a Department of Military Sociology in the humanities environment. Development of short courses: <ul style="list-style-type: none"> Senior Military Management Programme Security and Defence Studies Programme Law of Armed Conflict Postgraduate diplomas to support officer career development and accredit their senior officer courses Diploma in Maritime studies Maritime Security
Student financial support	<ul style="list-style-type: none"> Increase total number of state-funded bursaries and privately/company donated bursaries Revisit bursary and loans strategy within the context of the changing Higher Education landscape Provide faculty based top-up bursaries for deserving students to cover full costs at university Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> Redesign of DOD recruitment policy for MA to recruit directly from school level. Defence Review also touches on the Cadet system from High School to Defence Academy for officer development.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of “rural platforms” • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Investigate a partnership, through SU, with Saldanha Bay Municipality (SBM). • Military Science as an academic base for rural platform in the Saldanha Bay Municipality. • Partnership with the School for Public Leadership. USB
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Increase conference proceedings and publications.
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, <i>e.g.</i> access to SU resources and facilities to external parties • Advance “science and society” epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Allow civilian students (non-DOD related) to enrol for MMil postgraduate programmes to feed the PhD programme. • Present Faculty PhD to DOD and non-DOD affiliated civilians.
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Prepare for student expansion in-line with Defence Review vision of 1200 residential students. The following student number increase is planned for: <ul style="list-style-type: none"> a. A total of 500 students by 2019. b. A total of 800 students by 2020. c. A total of 1000 students by 2022.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
		<ul style="list-style-type: none"> d. A total of 1200 student capacity by 2022 to accommodate for student Return To Unit's and maintain equilibrium of 1000 enrolled students. • Prepare for facility and personnel expansion to accommodate student number increase: <ul style="list-style-type: none"> a. Increase lecturing staff. b. Increase SU administrative personnel structure <ul style="list-style-type: none"> i. Administrative officer for ITE students (Level 11.1) ii. Administrative officer for UG & PG students (Level 11.1) iii. Senior Laboratory Technician (Level 9) iv. Librarian (Level 9) v. Finance Administrative Officer (Level 12) vi. General Administrative Officer (Level 12) c. Expand lecturing, accommodation and administrative facilities. • Allow civilian students (non-DOD) to enrol for MMil postgraduate programmes to feed the PhD programme. • Increase number of international students at the Military Academy. .
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU's through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • Investigate a partnership, through SU, with Saldanha Bay Municipality (SBM). • Maintain MOU with Royal Danish Defence College. • Maintain MOU with University of Namibia. • Drive for closer collaboration with Coventry University in line with MOU. • Expand Security Watch Africa MOU into SLA's for courses and programme offerings. • Expand relationships with other Military Academies. • Formalise MOU with West Point and University of North Georgia.
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> 	<ul style="list-style-type: none"> • Support and motivate personnel to complete PhD studies. • Support personnel to strive for higher academic rating. • Support and motivate personnel to become NRF-rated researchers. • Funding for PhD in Military Science

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
	<ul style="list-style-type: none"> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • Faculty transformation on appointment of staff is guided by the DOD and SU personnel appointed will subscribe to the transformation policy.
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. 	<ul style="list-style-type: none"> • Expand NRF rated researchers in the Faculty. • Facilitation of a Faculty Day(s) focusing on research techniques and sourcing of research funds. • Presented several workshops on postgraduate supervision and academic mentoring. • Supported young academics financially to participate in research exchange programmes as well as attending their first international conferences.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
	<ul style="list-style-type: none"> • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Encourage and financially supported young academics to attend international conferences on the condition to publish accredited articles or proceedings. • Provide financial support to all faculty members with language editing as well as page fees for accredited publications. • Fully fund the faculty's academic journal to reduce page fee costs for members. • Staff is encouraged to publish in the faculty's journal, Scientia Militaria. • Submitted application for the appointment of the faculty's first Research Fellow, Prof Thomas Mandrup, emanating from the longstanding arrangement with the Royal Danish Defence College. • Enhanced the research capacity of SIGLA by appointing Prof Henri Fouche, C-1 NRF rated, expert in Maritime Security. • Maintain current exchange projects with Coventry University. • Publishing peer reviewed conference proceedings emanating from the MOU with the Royal Danish Defence College. • Three books were published (History, Political Science and Military Psychology) during 2015. • Full financial support for members wishing to use CAF.
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> • Provide seed funding for research workshops and conferences. • Negotiating with ARMSCOR and CSIR on possible fields of collaborative research that Centre for Military Studies may participate in. • Development of a flagship activity within SIGLA, Governance in Maritime and Land Security, to stimulate productivity.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
		<ul style="list-style-type: none"> • Utilise the combined network of NMMU, Prof Fouche, Prof Mandrup and Prof Vreÿ to spearhead SIGLA research on maritime security. • Initiated appointment of Prof Mandrup as Research Fellow in SIGLA to focus on Governance and Land Security.
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • Establish a Chair in Maritime Security (Faculty of Military Science – SIGLA)
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions 	<ul style="list-style-type: none"> • Expanding the offering of short courses to the DOD –Senior Military Management Programme. • Utilising existing networks through newly appointed SIGLA researchers (Prof Fouche and Mandrup) to present income generating activities.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
	<ul style="list-style-type: none"> • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students • Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> • Grow our own timber to allow students to stay at the Military Academy after negotiating their stay with their respective Career Managers. • Must amend CESM 16 category to receive subsidy for Masters and PhD students.
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • Unique nature of Military Science, as part of the only Military Academy in Southern Africa, to foster and closer ties with foreign Universities supporting studies in security related programmes. • MOU's and SLA's with foreign Military Academies or Universities in support of Military Academy programmes and other security cluster activities is in support of Military Science internationalisation.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • Accessibility for Stellenbosch University into the security cluster domain of Africa and global security structures, such as North Atlantic Treaty Organisation (NATO), United Nations (UN) and African Union (AU) is possible through Military Science.
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> • Decolonisation of the Western Mind-set to bring education to the African Continent must occur. • Military Science has vested interests in developing the School for Military Science at the University of Namibia, Close programme development at the University of Makerere and research collaboration with the Political Science Departments of the University of Nairobi and Dar es Salaam.
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> • Current model at Military Science prohibits undergraduate enrolment of foreign civilian students, but foreign military students may apply through DIRCO and Defence Foreign relations. • Enrolment in the Faculty's MMil and PhD programme is possible. • Appointment of Post-doctoral Fellows and Research Fellows are welcomed.
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called "internationalisation at home", e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> • Use of SIGLA to present short courses and new programme content to African Market as per client development.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> Evaluation of the current Strategic Intent to determine outcomes achieved Development of a Strategic Intent 2019 – 2023 	<ul style="list-style-type: none"> Impact of Military Academy evolving into a defence Academy, with associated changes in the Faculty, on the Strategic Intent 2019 – 2023 must be considered.
Centenary project	<ul style="list-style-type: none"> Coordination of project for centenary celebrations 2018 	<ul style="list-style-type: none"> Highlight the role and unique nature of Stellenbosch University to have the only Faculty of Military Science presenting professional military education.
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> Continuously revise budget model and processes Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy Refine the comprehensive capital plan 	<ul style="list-style-type: none"> Increase faculty's 3rd stream income through short courses and services to the DOD.
Justice and equal opportunities	<ul style="list-style-type: none"> Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis Provide 600 additional beds in student residences 	<ul style="list-style-type: none"> Faculty expansion (Defence Review) for more residential and ITE students. Allow non-DOD civilians to enrol in Masters and PhD programmes.
Mobility plan	<ul style="list-style-type: none"> Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	<ul style="list-style-type: none"> Faculty personnel to integrate with SU mobility plan.
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> Patenting, licensing and the formation of spin-out companies Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development Establish a technology transfer strategy for consulting services Administration, registration, governance and quality assurance for short courses Establish a Matie Innovation Fund Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> Providing services to the DOD. Participate in Military Academy expansion projects and use SU expertise to guide/manage projects at market prices. Short course to the DOD and rest of security cluster.
Environmental sustainability	<ul style="list-style-type: none"> Energy savings Water savings Waste management Lower Carbon Footprint 	<ul style="list-style-type: none"> Ensure carbon footprint is reduced in line with Dept. of Public Works and Dept. of Defence.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Military Science)
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> • Streamline Faculty processes and procedures to fully comply with financial policies and procedures. • Seamless integration of Faculty financial processes to ensure best practice.
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	<ul style="list-style-type: none"> • Detail of collaboration and objectives to be determined during 2016 faculty per faculty and sport code per sport code.
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. • A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	<ul style="list-style-type: none"> • Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> • Detail prioritised actions to be rolled out over a 7-year project. • Start with the following high priority projects in 2016: <ul style="list-style-type: none"> ○ Engineering faculty as a whole. ○ HB Thom Theatre and Department of Drama ○ Sport facilities. • Keep up with normal proactive and normal maintenance campus-wide as planned. • Increase on the sporting quotes for the expansion plan of the Faculty

SCIENCE

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Science Teaching & Learning Forum workshop and discussions and reading group. • Use of more qualitative assessment for learning and teaching during performance assessments. • Utilise teaching assistants (DHET grant) and CTL advisor for new initiatives.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Strict adherence to enrolment plans and diversity targets including differentiated access to mainstream and EDP programmes. • Introduction to various opportunities in science, such as SUNCOI programme, public lectures (targeting top performers). • Use differentiated tutorials for 1st year support. • Summer/winter schools when needed. • Expansion of ICT enhanced teaching and student – centred learning. • Actively integrate specific graduate attributes into programmes
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Strict adherence to enrolment planning. • Alternative recruitment strategies, including building of long term relations with BCI learners through interactions with schools • Investigate central laboratories for large undergraduate practical classes.
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties 	<ul style="list-style-type: none"> • Focused recruitment for programmes with fewer than 20 final-year students. • Removal of Textile Science stream in Polymer Science Hons programme (low numbers); addition of a stream in Earth Science programme (industry requirement); change of content and presentation in Bio maths stream of

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
	<ul style="list-style-type: none"> Reconsider programmes with a low number of enrolments for phasing out 	<p>Mathematical Science programme (low numbers but strategically important stream).</p> <ul style="list-style-type: none"> Reading and comprehension programme for first-years. Differentiated tutorials. Continuation of tutor/mentor programmes. Actively integrate specific graduate attributes into programmes
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> Increase learning facilitation in Afrikaans and English Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> Present undergraduate modules according to new language policy's options: 1st year: Option 1 (PMI), 2nd year: Option 2, but also options 1 and 3, 3rd year: Options 2 and 3.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> Increase blended learning (combining face-to-face and ICT-based teaching) Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> Increase the use of ICT interactive platforms. Science Teaching & Learning Forum discussions. LAN (local-area network) rooms in each building. Teaching assistants (DHET grant). Blended Learning Coordinator continue to enhance use of blended learning through one: one support, seminars and newsletter. All modules to use IT-enhanced teaching and roll-out to other programmes. ICT support team provide dedicated support for lecturers. Implementation of formative and summative e-assessment and learning
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> Adapt programmes to also accommodate Learn & Earn students Increase number of short courses, certificates and diplomas Apply ICT to extend module offerings to non-residential students 	<ul style="list-style-type: none"> Exploring future implementation in a limited number of programmes.
Student financial support	<ul style="list-style-type: none"> Increase total number of state-funded bursaries and privately/company donated bursaries Revisit bursary and loans strategy within the context of the changing Higher Education landscape 	<ul style="list-style-type: none"> Collaborate with Development and Alumni Relations. Investigate mentorship for recruitment bursary holders.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
	<ul style="list-style-type: none"> • Provide faculty based top-up bursaries for deserving students to cover full costs at university Enhance tracking and support for SU's own bursary holders 	<ul style="list-style-type: none"> • Establish an internship programme with the assistance of the Science Advisory Board
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of "rural platforms" • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Expand SUNCOI project, offered by Dept. of Chemistry with support from the Faculty of Education, and include the Department of Physics. Provides learning opportunity for physical science learners in laboratories on Saturdays. • Encourage departments, centres and research chairs to conclude transdisciplinary partnerships, as well as integration of research and learning and teaching activities with the broader society. Incorporate in performance assessment. • Continue with Science Café • Establish and maintain partnerships with specific schools to assist teachers • Maintain and expand partnerships with industries, international institutions
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, e.g. access to SU resources and facilities to external parties • Advance "science and society" epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Introduction to various opportunities in science, such as SUNCOI programme. Support Science Expo, Winter Week and Science Week programmes. • Active recruitment, using young, inspiring BCI staff and postgraduate students where possible. • Support opportunities to meet and recruit talented BCI candidates • Active marketing and exposure of the work of the top researchers • Make use of the SU recruitment bursaries • Use champions for extension of research innovation (e.g. public lectures)

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Start in specific third-year modules, i.e. Geoinformatics programme in 2017 • Actively integrate specific graduate attributes into programmes • Continue to offer entrepreneurship and other short courses to Science students, in collaboration with Innovus.
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MOU’s through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • Maintain and retain partnerships with specific schools to assist educators. • Maintain and expand partnerships with industry, science councils and international institutions. <i>E.g.</i> Medicinal Plants (CSIR) and National Nuclear Regulator. • Work with Faculty of Education on SUNCOi. • Active interaction with Science Advisory Board to support and enhance collaboration between faculty and industry • Launch of endowed Chair in Computer Science • Integrate AIMS chairs in Mathematical Sciences. • Expand collaboration with UFH • Participate in national bioinformatics initiatives • Utilise exchange opportunities KUL, Bath and others.
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> • Proactive recruitment strategy. • Use equity plan for appointments and promotions. • Maintain commitment to fill vacant positions at lecturer/junior lecturer level, preferably with staff from designated groups. • Proactive recruitment and appointment of talented diversity staff members by using bridging funding (strategic fund application) • Make use of opportunities such as nGAP. • More focussed engagement of retired staff to act as mentors • Financial and other support to young academic stars to maintain research output • Expand strategic networks nationally and internationally • Ongoing professional development of staff, teaching assistants and tutors. • Encourage staff wellbeing through specific initiatives.
	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures 	<ul style="list-style-type: none"> • Career development support for young academic staff, especially from designated groups

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 20121 • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number NRF rated academics and specifically of the 67 black female academics 	<ul style="list-style-type: none"> • Innovative marketing of top researchers in Faculty • Advertise vacant full professor and associate professor positions at lecturer/senior lecturer level • Proactive recruitment and appointment of talented diversity post-doctoral fellows and PhD graduates by using bridging funding. • Investigate internship options • Exchange opportunities with partner universities • More focussed engagement of retired staff to act as mentors • Financial and other support to young academic stars to maintain research output • Optimal use of Claude Leon, NRF, SU and other fellowship programmes and to continue collaboration with other institutions to expand possibilities

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
	<ul style="list-style-type: none"> • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Innovative marketing of top researchers in Faculty • Encourage publications from PhD studies • Promotion: compare to peers at research driven universities • Expand strategic networks nationally and internationally • Identify and address gaps in key areas, <i>e.g.</i> formal establishment of Bioinformatics network; short courses; filling of positions • Sustained investment in equipment and infrastructure • Explore collaboration opportunities with Fact Engineering and CSIR and others • Expand collaboration with FHU to establish strategic alliance • Utilise AIMS network • Active engagement with Science Advisory Board to unlock new research and training opportunities that are aligned with industry needs and to enhance collaboration between faculty and industry • More focussed engagement of retired staff to act as mentors • Give incentives to retired staff to publish
Extension of research innovation	<ul style="list-style-type: none"> • Create a culture of research innovation among staff and students, both undergraduate and postgraduate • Strategic alignment with the Technology Innovation Agency (TIA) • Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> • Encourage innovation by actively communicating the successful endeavours, including Launch Lab • Continue with short courses offered to Science students, <i>e.g.</i> entrepreneurship short course, in collaboration with Innovus.
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the National Development Plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 	<ul style="list-style-type: none"> • Establishment of a Nano medicine research centre (Department of Chemistry and Polymer Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Establishment of ARETE Chair (funded by Robert Bosch Stiftung) – AIMS and Department of Mathematical Sciences • Establishment of German Research Chair in Data Science (funded by Alexander von Humboldt Foundation_ - AIMS and Department of Mathematical Sciences)

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
	<ul style="list-style-type: none"> • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • Establishment of endowed research chair in Computer Science. Extraordinary appointments to increase scholarship in specific areas
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (e.g. Horizon 20:20, NIH, Partnership with Fraunhofer, etc.) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies. • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • Continue to promote 3rd stream funding opportunities from different sources • Utilise exchange opportunities with partner universities • Maintain and expand partnerships with industries, international institutions to increase funding opportunities
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students 	<ul style="list-style-type: none"> • Recruitment and effective management to maintain maximum enrolment of Hons, Masters and Doctoral students. • Faculty and 3rd stream income bursaries • Financial incentive for students to complete PhD in 3 years. • Use On-track programme to manage all postgraduate students • Research orientation workshops for Hons and for MSc/PhD students • Expand FHU collaboration to establish strategic alliance • Utilise AIMS network

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
	<ul style="list-style-type: none"> • Increase the retention and completion rate of PhD graduates from 65% to 80% • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • Align Faculty's strategic plan with SU plan.
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • Contribute and use SU database of networks, partnerships and agreements
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> • Build on AIMS network to expand African partnerships

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> • Continue to appoint international scientists with scarce skills where possible • Encourage staff and student exchanges with partner institutes as well as joint funding applications and degrees
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called “internationalisation at home”, e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> • Encourage Science students to participate in SU initiatives, including short courses and exchange programmes • Promote opportunities for PhD students to participate in international conferences, workshops and short visits. • Encourage publications with international collaborators
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> • Evaluation of the current Strategic Intent to determine outcomes achieved • Development of a Strategic Intent 2019 – 2023 	<ul style="list-style-type: none"> • Participate on Faculty level
Centenary project	<ul style="list-style-type: none"> • Coordination of project plan for centenary celebration 2018 	<ul style="list-style-type: none"> • Plan for Faculty’s centenary celebration in 2018, aligned with SU plan
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	<ul style="list-style-type: none"> • Conservative approach with regard to appointments and promotions over the next three years. • Compare peer institutions. • Limit increases to <7%. • Repositioning centres/units in line with the Faculty plan and business, e.g. SACEMA, CIB Centre for Studies in Complexity. • Encourage diversification of funding sources. • ‘Grantmanship’ as a core performance area in performance assessment.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
		<ul style="list-style-type: none"> • Use ongoing plans to maintain and upgrade equipment.
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	-
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	-
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> • Encourage innovation, patenting and licensing, in collaboration with Innovus
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • Monitor and manage good practices that directly affect overhead costs, such as space utilisation, electricity consumption, waste management, appointment of contract staff.
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> • Execute Faculty Plan • Align activities and growth in specific areas with Science buildings on Campus Renewal Plan • Specific focus on central laboratories for large practical classes that can be shared between departments and programmes
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. 	<ul style="list-style-type: none"> • Detail of collaboration and objectives to be determined during 2016 faculty per faculty and sport code per sport code.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Science)
	<ul style="list-style-type: none"> • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. • A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	<ul style="list-style-type: none"> • Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> • Detail prioritised actions to be rolled out over a 7-year project. • Start with the following high priority projects in 2016: <ul style="list-style-type: none"> ○ Engineering faculty as a whole. ○ HB Thom Theatre and Department of Drama ○ Sport facilities. • Finish the Tygerberg Campus backlog maintenance and upgrading projects. • Keep up with normal proactive and normal maintenance campus-wide as planned, with focus on Science teaching facilities • Communicate importance and urgency for central laboratories for large undergraduate practicals with facilities management and other role players

Theology...

THEOLOGY

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Vice-Rector (Learning and Teaching)		
Excellence in Learning & Teaching	<ul style="list-style-type: none"> • Ensure quality and delivery efficacy of academic programmes • Advance academic staff's L&T skills & give them appropriate recognition • Introduce measures in every module to ensure that students are well prepared for contact sessions • Extend student learning in faculties to the living and co-curricular environments 	<ul style="list-style-type: none"> • Continued creation of training opportunities for lecturers with a view to learning and teaching. • Introducing a dean's merit list from 2017 for all undergraduate students.
Student access with success	<ul style="list-style-type: none"> • Admit eligible students from diverse sectors of the community to the University, and follow through to successful completion of their studies • Provide cost-effective student support to improve module and graduation success rates • Groom well-rounded students to become engaged citizens in society (graduate attributes and co-curricular development) 	<ul style="list-style-type: none"> • Access, along with success, is promoted through a welcoming culture and various forms of support (e.g. academic, financial, emotional and spiritual). • Strong mentorship programme is developed among students. • Strong guidance and support with regard to the Theological Student Committee continues. • Lecturer workshops are presented on how to instil graduate attributes. • More attention is given to the extended degree programme by introducing workshops on reading and study skills, as well as time management in the first quarter of the first year.
Size and Shape	<ul style="list-style-type: none"> • Control growth in large faculties by means of higher selection criteria • Systematically increase numbers of Black African, Coloured and Indian/Asian students • Effect most of growth in Mode2 offerings (non-residential students with block attendance contact sessions) 	<ul style="list-style-type: none"> • Enrolment management is properly applied. • More focused student recruitment has been rolled out – by means of a Telethon, Lesedi outreach project and the DRC growing your own timber programme.
Programme renewal	<ul style="list-style-type: none"> • Holistic programme renewal to ensure relevance for entrants to the job market • Improve cost-effectiveness of programme offerings • Simplify programme structures with minimal elective modules in junior years; eradicate module duplications amongst faculties 	<ul style="list-style-type: none"> • Rationalisation of master's programmes is being consolidated. • Undergraduate and postgraduate academic support measures are maintained to increase success rates. A 3/8's post for academic support is being considered for these purposes.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
	<ul style="list-style-type: none"> Reconsider programmes with a low number of enrolments for phasing out 	
Multilingual programme offering (to increase accessibility)	<ul style="list-style-type: none"> Increase learning facilitation in Afrikaans and English Provide funding for extra posts in faculties to have Parallel Medium Instruction where it is reasonably practicable and pedagogically sound Provide simultaneous interpreting as per SU Language Policy 	<ul style="list-style-type: none"> A trial run with simultaneous interpreting continues in a few modules. Parallel-medium classes and tutorials are used in most first-year and second-year modules. Consideration is also given to conducting parallel-medium classes in third year modules. The medium and long term sustainability of parallel-medium classes and tutorials for the first three years will have to be reconsidered. A Multi-lingual option is applied in fourth and fifth year modules. An Afrikaans, English and isiXhosa glossary has been developed and is utilised in tuition.
ICT for L&T (enhanced learning, teaching and assessment)	<ul style="list-style-type: none"> Increase blended learning (combining face-to-face and ICT-based teaching) Expand ICT-based formative assessment by students for their own learning, and summative assessment of how well students have learned Systematically enhance lecturers' competency in ICT for learning facilitation 	<ul style="list-style-type: none"> Wi-Fi connectivity is being installed in all relevant spaces in the Faculty. ICT learning and teaching officer has been appointed on contract, in consultation with the office of the Vice-Rector (L&T), to enable increased utilisation of ICT in learning and teaching. ICT enhanced learning must be phased in from the first year, starting in 2017.
New knowledge markets (greater value extraction)	<ul style="list-style-type: none"> Adapt programmes to also accommodate Learn & Earn students Increase number of short courses, certificates and diplomas Apply ICT to extend module offerings to non-residential students Maintaining dialogue with existing and new partner churches to align our modules with local realities and international academic standards. 	<ul style="list-style-type: none"> The Postgraduate Diploma in Theology, focusing on learn-and-earn students, is actively marketed. Collaboration with theological institutions that award certificates and diplomas is enhanced in order to acknowledge and articulate their qualifications – the Certificate in Theology and Ministry offered by Huguenot College has been approved as a bridging module that will allow access to BTh / BDiv I for those underprepared by secondary education for tertiary education Discussions with 16 church denominations are being conducted to establish the sustainability of an after-hours 'blended learning' Diploma in Theology as well as a BTh.
Student financial support	<ul style="list-style-type: none"> Increase total number of state-funded bursaries and privately/company donated bursaries Revisit bursary and loans strategy within the context of the changing Higher Education landscape 	<ul style="list-style-type: none"> Bursary donations are collected at churches and other individuals. Strengthening of faculty bursaries and cooperation with SU bursary offices. Support students in applying for NRF bursaries.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
	<ul style="list-style-type: none"> • Provide faculty based top-up bursaries for deserving students to cover full costs at university • Enhance tracking and support for SU's own bursary holders • Making use of a part-time fundraiser to prioritise 3rd and 4th stream funding from 2017 onwards. 	
Vice-Rector (Social Impact, Transformation and Personnel)		
Establishment of comprehensive rural platforms	<ul style="list-style-type: none"> • Provide institutional definition of "rural platforms" • Establish platforms in 2 other rural districts in the Western Cape • Optimal use of rural platforms to enhance learning and teaching, research and innovation, social impact and transformation 	<ul style="list-style-type: none"> • Maintain cooperation with initiatives in Worcester area.
Promotion of scholarship of social impact and engagement	<ul style="list-style-type: none"> • Provide support and structure to collaboration between staff, students and various social spheres • Promote transdisciplinary collaboration to enhance social impact, as well as integration of social impact with research, learning and teaching • Develop theoretical frameworks for social impact • Provide capacity building offerings in respect of collaborative research methodologies • Facilitation of scholarly publications in the field of social impact • Develop assessment criteria for social impact • Develop performance indicators for social impact 	<ul style="list-style-type: none"> • Strengthen practices of researched-informed and research-informing community interaction. • The establishment of a Gender Unit. • The reorganisation of URDR (repositioning director from C2 to C1 and appointing an additional part-time researcher)
Broadening access and creation of development opportunities	<ul style="list-style-type: none"> • Coordinate and advance the impact of university environments on schools • Increase community participation in SU, e.g. access to SU resources and facilities to external parties • Advance "science and society" epistemologies and pedagogies through appropriate programmes and initiatives 	<ul style="list-style-type: none"> • Explore increased involvement of the Beyers Naudé Centre for Public Theology in responsible citizenship programmes in schools. • Host regular conferences and workshops to be attended by church leaders and community.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Capacity building for experiential learning and support to build the “graduate attribute” programme	<ul style="list-style-type: none"> • Provide capacity building offerings in respect of an experiential learning and teaching approach 	<ul style="list-style-type: none"> • Host workshops on instilling graduate attributes – i.e. the MDiv project is reaping good results • A Unit for Innovation has been established
Management of specified categories of partnerships	<ul style="list-style-type: none"> • Maintain MoU’s through regular contact and high level meetings • Identify opportunities for research and internships • Explore, advance and facilitate the development of knowledge partnerships for social impact amongst university environments, and between the university and external environments 	<ul style="list-style-type: none"> • Ensure inputs of church partners in assessing learning and teaching in terms of their needs.
Enhance profile and social sustainability of personnel	<ul style="list-style-type: none"> • Establish a practice of Integrated Work Force Planning. • Enhance diversification of personnel with regard to indicators like ethnicity and gender • Develop transformation competence of personnel • Enhance social sustainability with reference to personnel wellbeing, personnel expertise, working conditions, work loads, remuneration, benefits, compatibility between staff and university values and goals <i>etc.</i> • Increase in a systematic and well-argued way the percentage of the total budget dedicated to personnel 	<ul style="list-style-type: none"> • Invest in professional development of staff, inter alia in respect of learning and teaching. • Support staff to obtain doctoral studies. • Support staff to attend international development and research events. • Promote staff wellness.
Accelerate the process of institutional transformation	<ul style="list-style-type: none"> • Establish institutional, faculty and professional support service transformation structures • Draft a transformation implementation plan • Develop assessment criteria for transformation • Develop performance indicators for transformation • Coordinate and strengthen transformation initiatives • Strengthen, advance and coordinate research on transformation • Develop theoretical frameworks for transformation • Develop programmes, practices and partnerships for renewing the institutional culture of the university 	<ul style="list-style-type: none"> • A Transformation Indaba was held for all staff and students of the faculty to suggest an agenda for the transformation process. • An external facilitator has been utilised to enable non-partisan management of the transformation process.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Vice-Rector (Research, Innovation and Postgraduate Studies)		
Young academic stars	<ul style="list-style-type: none"> • Continued emphasis should be placed on appointing young academics from all population groups in SA, including proactive recruitment and appointment of talented diversity staff members from our Post-doctoral fellowship program by using vacant positions as and when these arise. • Financial and other support to young academic stars to maintain research output using Claude Leon and NRF funding. This will assist in retaining and developing young academic talent. • Increase the number of academic staff with a PhD to 70% by 2021. • Development of a retention strategy to ensure that we retain young academic talent • Expansion of the existing mentorship program by involving Emeritus Professors to act as mentors. • More focussed mentorship program focussing on the 67 black female academics to ensure that they will all be NRF rated within the next five years. • Continued expansion of the Post-doctoral Fellow program to 350 fellows by 2018 • Increase the number of NRF rated academics and specifically of the 67 black female academics • Participation in the DHET New Generation Academic (nGAP) Program as and when calls are made • Participation in the Mellon Early Research Career (MERC) Program 	<ul style="list-style-type: none"> • This is the third year of the existence of the Faculty of Theology Discretionary Research Grant – grants to a total of R100 000 per year for training, conference attendance, research projects and sabbatical research specifically aimed at junior faculty. • Funding over the past three years to junior colleagues to enrol in courses offered by the African Doctoral Academy. All junior members to date, for example, completed the postgraduate supervision courses offered by the Academy. • Part-time teaching opportunities to high-potential doctoral students, thereby including them in the teaching and research activities of the Faculty. After completion of studies, some of these students have been retained as research associates, Post-doctoral fellows or even as permanent staff. Thanks to the Hope Project a constant number of two Post-doctoral fellows have been hosted working on the theme of Human Dignity over the past years. With assistance of the VR: R&I a Human Dignity Bursary and Research Scheme remained in place from 2015 to date. Faculty has also secured a Subcommittee a Post-doctoral fellow for the past three years and two ATKV Post-docs from 2015 for two years. • The Faculty has been part of the SU and Mellon mentorship programmes for a number of years. This was especially helpful as there is a significant cohort of junior staff in the wake of retiring senior academics. • Faculty is constantly encouraging its junior members to apply for NRF-rating, however most are yet too early yet in their research careers. The Faculty of Theology, however added a third A-rated scholar to the Subcommittee A environment in 2014 <i>via</i> one of its extraordinary professors, prof. Wentzel van Huyssteen. • The Faculty has in the past benefitted from the initiatives of the Mellon program, however theology sadly increasingly no longer qualifies for Mellon funding. Explore new initiatives to attract external funding.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Promotion of research outputs	<ul style="list-style-type: none"> • Promotion of the quantity and quality of research outputs • Increase the number of articles in accredited journals to 80% • Implementation of the new Post-doctoral fellow policy to increase the research output of the university • Encourage publications from Masters and PhD studies • Give incentives to Emeritus professors to publish • The creation of an organizational climate aimed at research development and promotion of social impact through research • Sustained investment in equipment and infrastructure to support researchers • Continuation of the Vice-Rector Awards for Research, Innovation and Postgraduate studies 	<ul style="list-style-type: none"> • Since 2011 the Faculty has employed a permanent staff member whose tasks include the promotion and development of research in general, including publications in the form of finding publication funding, management of publication projects and the training of postgraduate students and junior staff with regard to academic writing. This resulted in sustained high research outputs and an increase in numbers of monographs and edited volumes produced by colleagues in the faculty. • Thanks to the financial support of the Hope Project and the continued support of its Human Dignity Project by VR R&I the Faculty has significantly increased its output of master's and doctoral students. • The Faculty hosts two accredited theological journals, <i>The Stellenbosch Theological Review</i> and <i>Scriptura</i>. • The maintenance of a high quality library remains a primary source of concern for the Faculty of Theology, something that became critical in view of budget cuts over the past years. Faculty is continuously streamlining its acquisitions, emphasising (more affordable) electronic sources and improving the maximum use of its e-classroom and information facilities. Since 2015, the Faculty has also appointed a coordinator of blended learning to maximise the use of electronic services and aids in teaching and student research that accompanies it. • The Faculty is constantly investigating new partnerships and networks nationally and internationally, within the academy and in civil society. This is achieved amongst others <i>via</i> the activities of the internationally-known Beyers Naudé Centre for Public Theology, the international contract research being done by the URDR (Unit for Religion and Development Research, which has enjoyed Community Interaction Flagship Status for a number of years), and The Network for African Congregational Development (NetACT Africa, which currently, with support of the World Communion of Reformed Churches and the World Council of Churches, represent 40 institutions of tertiary education in 13 countries across the African continent.) A promising recently-established collaboration is that between the Faculty of Theology and the Ethiopian Orthodox Church, the first of its kind between that tradition and a non-Orthodox tradition on the African continent.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
		<ul style="list-style-type: none"> Given the fact that the Faculty of Theology has a very strong postgraduate emphasis (more than 60% of students in the Faculty are postgraduates) the use of emeriti as supervisors and co-supervisors is not only encouraged, but necessary to meet the current needs. From 2016, Faculty has for the first time also extended the tenure of a senior colleague beyond normal retirement age, specifically to retain his research and supervision expertise. Page fees for publications in Open access journals are of extreme concern to the Faculty of Theology as it directly influences the ability of especially junior colleagues to a) publish their research and b) to accumulate enough research funding to continue with research. One way of addressing this dire situation is that the Faculty in all its own research funding allows for the payment of such fees (e.g. the Faculty Discretionary Research Grants, Human Dignity Research Grants and in collaboration with our Church partners, the Alumni Fund, which is specifically aimed at publications by staff members.)
Extension of research innovation	<ul style="list-style-type: none"> Create a culture of research innovation among staff and students, both undergraduate and postgraduate Strategic alignment with the Technology Innovation Agency (TIA) Cooperation with Innovus and the LaunchLab as strategic partners 	<ul style="list-style-type: none"> The Faculty of Theology does not contribute to innovation with monetary benefits for itself and the University in ways similar to those of some other Faculties. However, innovation in a more limited sense remains on the agenda of the Faculty as can be seen by the establishment of the Unit for Innovation and Transformation of Church and Society in 2014. A Unit for Innovation was established.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Research focus	<ul style="list-style-type: none"> • The establishment of a limited number of research entities that will focus on the development and implementation of the national development plan and achievement of the Global Sustainability goals • Establishment of the SU/NRF Flagship program entitled “Complex systems in transition” (Faculty of Science and Faculty of Economic and Management Science) that was awarded in August 2016 • Establishment of a Nano medicine research centre (Faculty of Science) • Establishment of a Fraunhofer research Centre in Water (Faculty of Science) • Support the Institute for Sport and Exercise Medicine (ISEM) • Continued participation in the NRF SARChI Chair program, as and when calls are made • Continued participation in the DST Centres of Excellence program as and when calls are made • Expand the Endowed Research Chair program (Industry, Private sector funded) 	<ul style="list-style-type: none"> • The Beyers Naudé Centre for Public Theology (Faculty of Theology), with a number of units related to Public Theology and Human Dignity, namely the Unit for Innovation and Transformation of Church and Society, Unit for Religion and Law and the Bonhoeffer Unit. • The Gender Unit was also established with substantial 3rd stream funding.
Generating extra income through research and advancement	<ul style="list-style-type: none"> • Ensure that US will remain financially sustainable by diversifying the revenue of the third stream income • Increase the research revenue from international sources (<i>e.g.</i> Horizon 20:20, NIH, Partnership with Fraunhofer, <i>etc.</i>) • Continue to promote external funding opportunities within the Medical Research Council, CSIR, Agricultural Research Council and other Statutory Bodies • Maintain and expand partnerships with industry and international institutions • Increase the indirect cost recovery from 17% to 25% where possible • Negotiate indirect cost recovery with institutions that currently pay 0% 	<ul style="list-style-type: none"> • The Faculty of Theology is very much aware of the need for generating third stream income to sustain its growth in student numbers, physical infrastructure and research projects. For this reason it has established a task team at the end of 2015 to formulate a comprehensive fundraising strategy with regard to third and fourth streams of funding in cooperation with the office of the Director of Development and Alumni Relations.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Postgraduate student success	<ul style="list-style-type: none"> • Recruitment procedures to ensure that the very best students from all population groups in SA will choose the US as the preferred university • Manage the number of full-time Honours, MSc and PhD students at optimal ratios per faculty • Focus on the post-graduate pipeline with the emphasis on timeous completion rate of masters (2 years) and doctoral (3 years) students • Increase the retention and completion rate of PhD graduates from 65% to 80% by 2018 • Revisit the use of SU Merit bursaries as well as SU bursaries for Postgraduate studies to encourage excellence, retention and completion of Postgraduate degrees 	<ul style="list-style-type: none"> • The Faculty of Theology is currently the faculty with the highest percentage of postgraduate students at the University of Stellenbosch. The majority of these students are from previously disadvantaged backgrounds and many are from the rest of the African continent. The Faculty encourages the enrolment of these students especially by way of its Human Dignity Bursary Scheme and the recruitment strategies of departments of faculty, centres such as NetACT Africa (which also offers and administers accommodation for students from the rest of the continent) and the soon to be established Unit for Gender Studies, and the recruitment drives of church partners. A recruitment drive is also foreseen for this year among top African universities offering programmes in theology. Since five years ago the Faculty also employed a full time member of staff responsible for liaison and marketing. The high numbers of postgraduate students however place increased pressure on the supervision capacity of all members of staff, to the extent that yearly numerous applications cannot be accepted. • The Faculty currently has a number of students following joint-doctoral degrees with two European partner universities, thereby also accessing high potential students from Europe. • The timeous completion of postgraduate programs remains important for the Faculty. For this reason, it works closely to support services for postgraduate students on campus – such as the Language Centre, Library and Information Service and makes extensive use of the services of the African Doctoral Academy (including offering bursaries for postgraduate attendees). • In 2016 the Faculty established the position of a Director of Research Development whose tasks include the presentation of research workshops for postgraduate students and staff, liaising with the DRD and other postgraduate support services on campus, assisting students with research guidance on a one-to-one basis and assisting staff and postgraduate students in applying for research funding and scholarships.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Vice-Rector (Strategic Initiatives and Internationalisation)		
As this is a newly established portfolio, 2017 will be used to establish the portfolio. As there are two areas to the portfolio, attention will be given to each.		
Internationalisation		
Strategic plan for internationalisation	<ul style="list-style-type: none"> • Develop a strategic plan for internationalisation • Alignment of international function across the university 	<ul style="list-style-type: none"> • Internationalisation must be focused on joint research projects and not on mere 'academic tourism'
Networks, partnerships, collaboration	<ul style="list-style-type: none"> • Maintain a database for all networks, partnerships, and collaboration agreements • Embark on an exercise to evaluate value of existing partnerships, networks and alliances • Identify, build on and nurture preferred Africa and international partnerships 	<ul style="list-style-type: none"> • Closer cooperation with NetACT and its network of 40 theological colleges and seminaries across Africa will be given more attention.
Develop an Africa footprint	<ul style="list-style-type: none"> • Conduct an analysis to determine best practices to develop a footprint in Africa ('desk') • Nurture Africa networks to develop lasting partnerships • Use existing programmes i.e. ADA to increase the Africa reach 	<ul style="list-style-type: none"> • Six top African Universities were visited to prioritise joint research projects that could lead to academic output that can be made use of during an ongoing process of decolonising theological curricula.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Grow international student and staff numbers	<ul style="list-style-type: none"> • Attract and increase number of appointed internationally renowned scientists • Increase number of enrolment of undergraduate students to its international study programmes • Be a magnet for international postgraduate students • Appoint more international post-docs with an excellent study record • Recognition of study credits within the Africa context 	<ul style="list-style-type: none"> • Developing a Masters programme in Religion and Politics with the Oxford Centre for Religion and Politics (12-15 bursaries per year) focused on Anglican church leaders in Africa and Asia • Developing a PhD in Gender and Health with Swedish churches
Embed international lens in learning, teaching, research and social impact	<ul style="list-style-type: none"> • Expand initiatives on the so-called “internationalisation at home”, e.g. the new BCom International Business with Language Study • Develop new short courses to prepare students as Global Citizens and Global Leaders (in collaboration with units/centres where relevant) 	<ul style="list-style-type: none"> • Developing joint PhD’s with reputable international universities like University of Leipzig
STRATEGIC INITIATIVES		
Strategic Intent 2019 – 2023	<ul style="list-style-type: none"> • Evaluation of the current Strategic Intent to determine outcomes achieved • Development of a Strategic Intent 2019 – 2023 	<ul style="list-style-type: none"> • The most significant question with regards to Strategic Intent is: How to balance international academic excellence with local contextual relevance in both research and tuition.
Centenary project	<ul style="list-style-type: none"> • Coordinate project for centenary celebrations 2018 	<ul style="list-style-type: none"> • The history of theological training within the Faculty is being prepared to be completed by the end of 2017 in view of the SU centenary celebrations in 2018.
Chief Operating Officer		
Business processes and fundraising for financial sustainability	<ul style="list-style-type: none"> • Continuously revise budget model and processes • Revisit the full-cost strategy in order to optimise income on the basis of the correct pricing strategy • Refine the comprehensive capital plan 	<ul style="list-style-type: none"> • Ensure stronger budget management processes within framework of new, integrated budgeting model. • Databases for national and international religious philanthropy has been compiled. • A portfolio of fundable projects in Theology will be developed for a part-time fundraiser to be appointed in 2017.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Justice and equal opportunities	<ul style="list-style-type: none"> • Provide and expand transport services for staff and students not having the benefit to stay in Stellenbosch, on a user pay basis • Provide 600 additional beds in student residences 	<ul style="list-style-type: none"> • Develop further sensitivity to the challenges experienced by commuter students. • Maintain the administration and management of Weidenhof House.
Mobility plan	<ul style="list-style-type: none"> • Provide transport services for staff and students (refer to justice and equal opportunities strategic objective) 	-
Commercialisation of intellectual property (IP) and business opportunities	<ul style="list-style-type: none"> • Patenting, licensing and the formation of spin-out companies • Expand (objectives and facilities) of business incubator (LaunchLab) for entrepreneurial support and development • Establish a technology transfer strategy for consulting services • Administration, registration, governance and quality assurance for short courses • Establish a Matie Innovation Fund • Establish a Consulting Office in order to facilitate technology transfer 	<ul style="list-style-type: none"> • Attempt to facilitate contract research for church partners.
Environmental sustainability	<ul style="list-style-type: none"> • Energy savings • Water savings • Waste management • Lower Carbon Footprint 	<ul style="list-style-type: none"> • Build a 'green' ethos. • Continue the repurposing of existing spaces. • Increased utilisation of technology for meetings, seminars and book reviews with local and, especially, international partners.
Integrated planning, budgeting and reporting	<ul style="list-style-type: none"> • Execute the Institutional Plan • Improve the Integrated Reporting methodology (2015 Annual Report will be SU's first fully Integrated Report) • Execute the Campus Renewal Plan; on brief, within the budget and on time. 	<ul style="list-style-type: none"> • Operationalise earmarked aspects of Institutional Plan. • Strengthen process of integrated reporting.

STRATEGIC OBJECTIVES PER RESPONSIBILITY CENTRE	ACTION PLANS PER RESPONSIBILITY CENTRE	FACULTY NOTES (Theology)
Maties Sport: Expand the academic footprint and explore the presentation of a differentiated academic offering	<ul style="list-style-type: none"> • An increase in translational research outputs in partnership with a variety of academic Faculties/departments. • A partner in the realisation the Institute of Sport, Exercise and Lifestyle Medicine (Faculty of Medicine and Health Sciences) and its Coetzenburg footprint. • The infusion of technology and innovative practices into Maties Sport and all its operations. • Recognition of SU as a preferred destination for sport management/sport leadership education in Africa. 	<ul style="list-style-type: none"> • Detail of collaboration and objectives to be determined during 2016 faculty per faculty and sport code per sport code.
Maties Sport: Raise the percentage of competitive athletes who achieve academic success	<ul style="list-style-type: none"> • A dynamic Student-Athlete Support Programme that attends to the academic and life skills needs of student athletes from their entry through to their graduation from the University. • A carefully coordinated recruitment and retention programme that attracts the best student-athletes in South Africa who have recognised academic and sporting talent. 	<ul style="list-style-type: none"> • Review the recruitment strategies on plan, sport code per sport code to get the best fit with the respective faculties.
Campus Renewal Plan to be implemented: 2016 - 2023	<ul style="list-style-type: none"> • Previous Physical Facilities Masterplan redesigned and redefined as the Campus Renewal Plan for upgrading of old facilities and to do backlog maintenance. 	<ul style="list-style-type: none"> • The refurbishment and extension of the Theological Library in 2018 is of crucial important for a faculty like Theology with about 60% PG students • Additional staff appointment will require additional office space and increase in student numbers will require adding to the faculty building from 2019 onwards.

END