



Committee for the Institutional Response to the Commission's Recommendations (CIRCoRe)

Terms of Reference (including Action Processes)

1. PURPOSE OF THE TERMS OF REFERENCE

This Terms of Reference (ToR) sets out a guideline for the role and functioning of the Committee for the Institutional Response to the Commission's Recommendations (CIRCoRe) responsible for Stellenbosch University's processing and response to the Khampepe Commission Report.

The CIRCoRe's remit is to lead, implement, oversee and monitor Stellenbosch University's response to the Khampepe Commission Report's recommendations. CIRCoRe is responsible for the overall goals and objectives, direction-setting, guidance, and the integrated coherence and monitoring of the process. CIRCoRe leads, coordinates and manages the institutional response process for the two-year duration of the committee's work.

A CIRCoRe Coordinating Office keeps the various dimensions of the process together, while the CIRCoRe governance committee, headed by the Rector, with the Deputy-Vice Chancellor for Social Impact, Transformation and Personnel as *secundus*, serve as the governance instrument that oversees the CIRCoRE Khampepe Institutional Response process. The CIRCoRe process will report back to CIRCoRe committee governance meetings once per term (i.e. at least four times per year).

The CIRCoRE processes will develop urgent short-term proposals for immediate implementation by its five workstreams. These workstreams (abbreviated) are: 1.student lives/communities, 2.curriculum, 3.institutional culture, 4.race, human categorisation and science, and 5.strategic organisatioanl alignment). They will also generate medium and longer-term implementational recommendations. The recommendations of the response process will be fed directly to the Rectorate for consideration and implementation.

2.CIRCoRe's SUPPORT, INTEGRATION AND AUGMENTATION FUNCTION

The following dimensions guide, support, augment and integrate CIRCoRe work to achieve its overall objectives:

- Facilitate coherence, integration and linkages across all CIRCoRe's operations and workstreams
- Coordinate and record all dialogue, consultation and buy-in processes with the campus community and external stakeholders and partners
- Gather the available information and data, on and off campus, necessary for CIRCoRe and workstream processes

- Launch targeted research projects (with the requisite institutional and ethics permissions) to support CIRCoRe and workstreams deliberations, decision-making and proposal-generation processes
- Coordinate the proposed Transformation Charter development processes
- Facilitate the development of short, medium and long-term recommendations to the Rectorate via advisory interaction with the workstream processes. Such advice will involve identifying gaps, omissions and blockages in workstream deliberations and ensuring joined-up coherence among proposals
- Evaluate and monitor all CIRCoRe processes to identify progress, achievements, blockages, and shortcomings, which will guide course correction and adaptation towards achievement goals
- Develop and coordinate communications to disseminate, popularise and gain buy-in for CIRCoRe-generated ideas, perspectives and proposals to the campus community, external stakeholders and partners and the outside world. CIRCoRe's communications are based on maximising multilingualism, translanguaging strategies and multimedia platforms to reach a broad audience
- Initiate and coordinate scholarly conversation via inviting scholarly opinion and comment about CIRCoRe's foci and organising webinars, symposia, workshops and conferences to promote debate. In this regard, a critical dimension is inviting relevant academics and other experts to enrich and inform CIRCoRe's work.

3. THE CIRCoRe OFFICE'S TASKS AND FUNCTIONS

Conceptualise and Lead the CIRCoRe process:

Lead and coordinate all CIRCoRe process

Responsible for coordinating and developing CIRCoRe processes and substantive directions

Accountable for the processes and outcomes of the CIRCoRe processes

Oversee office, budget, and stakeholder reporting:

Set up and coordinate office infrastructure

Manage office staff: the PA, the RDT specialist, the external consultant, and other consultants

Oversee finances, payments and budget reporting

Manage CIRCoRe operational processes:

Coordinate workstreams - heads, secretaries and members

Develop and coordinate CIRCoRe content generation

Coordinate and develop research, information and data for the workstream processes.

Develop and coordinate CIRCoRe's communication content and infrastructure

Reporting to stakeholder governance structures, including Council, Senate, and Institutional Forum

Manage CIRCoRe's dialogue and consultation processes

With on-campus stakeholders

With off-campus stakeholders

Network with the national Higher Education governance structures and University Transformation sector, such as the DHET, CHE, HSRC, ASSAf, USAf, TMF, and Transformation Offices of universities

International networking with university partners in South Africa, Africa and beyond

Liaise with campus organisational support structures:

Core CIRCoRe group (Nico, Mohamed (Wim), Zethu, and Leslie),

Workstream Heads, Institutional Transformation Committee, etc.

CIRCoRe Presentations and Report writing

Write CIRCoRe reports for the various stakeholder reporting processes

Do CIRCoRe presentations at internal and external workshops, seminars, symposia and conferences

4. AMENDMENT OR MODIFICATION OF THE TOR

This Terms of Reference may be amended, varied, or modified at any time on advice from CIRCoRe stakeholders and workstream members