



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100
1918 - 2018

REPORT TO COUNCIL 2019

RESPONSIBILITY CENTRE: STRATEGY AND INTERNATIONALISATION

PROF HESTER C KLOPPER

DEPUTY VICE-CHANCELLOR: STRATEGY AND INTERNATIONALISATION

FORWARD TOGETHER

MASIYE PHAMBILI

SAAMVORENTOE



PRESENTATION OVERVIEW

1. Contextualisation and our Value Proposition
2. RC S&I contribution to SU's six Core Strategic Themes
3. Conclusion and 2020 priorities

CONTEXTUALISATION

- The **cross-cutting responsibilities of the RC** are intrinsically aligned to support the six core strategic themes of the university
- **Strategic positioning of SU**
- Strategy to ensure **systemic sustainability**



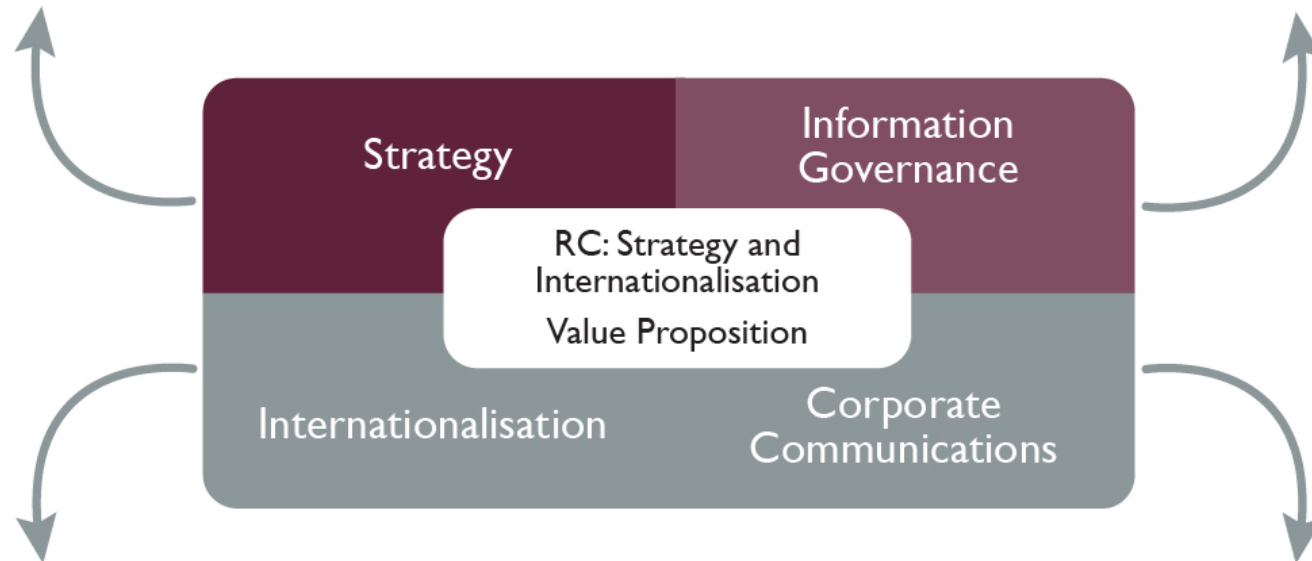
Realisation of SU
vision and mission

Stellenbosch University will be Africa's leading research-intensive university, globally recognised as excellent, inclusive and innovative, where we advance knowledge in service of society

RC: VALUE PROPOSITION

Aligning Vision 2040 and the Strategic Framework 2019-2024 across the university

Data-driven decision-making with all the data in one place



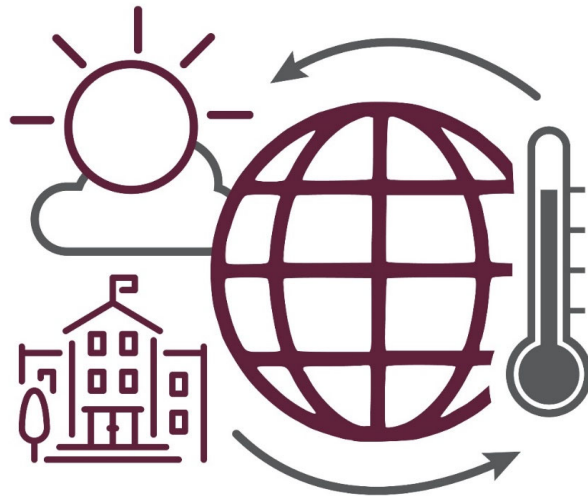
Changing the lives of students and staff through a transformational international experience

Positioning the SU brand as a significant role player in higher education in Africa and internationally

A THRIVING STELLENBOSCH UNIVERSITY

Joining GAUC

- A significant step for SU this past year was joining the Global Alliance of Universities on Climate (GAUC)



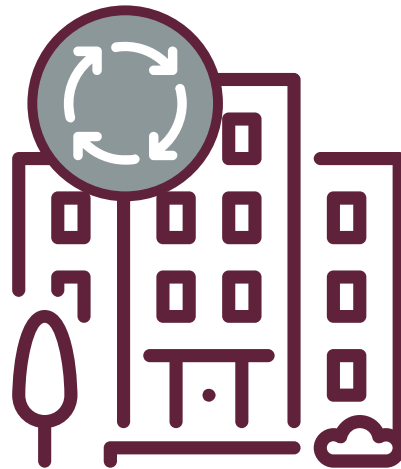
Joining ISCN



A THRIVING STELLENBOSCH UNIVERSITY

Faculty renewal

- SU embarked on renewal strategies for Faculties of Education and Arts and Social Sciences after it was indicated in the SU's Institutional Plan 2017-2022 that these faculties were at the risk of not being sustainable



Faculty of
Education



Faculty of Arts and
Social Sciences

STRATEGIC MANAGEMENT INDICATORS: DEVELOPMENT PROCESS

- Feb 2019: Provisional SMIs included in Draft Strategic Plan
- May 2019: RC's refine provisional SMIs
- June – July 2019: Division Information Governance (IG) analysed provisional SMIs
- July 2019: IG gives feedback to Rectorate and deans at Executive Planning Forum
- July – August 2019: Intensive workshops on SMIs for every theme
- Sep 2019: Refined list of SMIs, with specific focus on definitions, presented to Rectorate
- **To follow:**
 - **Definitions to be finalised**
 - **Data to be sourced and analysed for every SMI (to determine data quality and baseline)**
 - **Targets to be set**
- Please note: emphasis on **strategic** indicators and operational indicators will still be used

SMI: A TRANSFORMATIVE STUDENT EXPERIENCE

Goal:

Strengthen strategic enrolment management to enhance access, broaden participation, achieve inclusivity and maintain SU's reputation as university of choice

Measures:

- Throughput rate % for undergraduate bachelor students (three year duration)
- Throughput rate % for undergraduate bachelor students (four year duration)
- Throughput rate % for Master's students
- Median duration to graduate with a Master's degree
- Throughput rate % for Doctorate students
- Median duration to graduate with a Doctoral degree
- Composition of total student body (% BCIA)
- Student success rates (undergraduate and postgraduate; HEMIS based)
- First time first year students vs. enrolment planning targets (per faculty)
- % of enrolled students with disabilities

SMI: RESEARCH FOR IMPACT

Goal:

Increase research impact

Measures:

- Times Higher Education (THE) reputation votes
- Total number of SU articles published in Scopus journals per year
- Number of SU DHET accredited publication units per year
- Total masters degrees awarded per academic staff member per year
- Total doctoral degrees awarded per academic staff member per year
- Field-normalised citations

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Institutional financial sustainability

Jaar / Year
2018

Inkomste en Uitgawes vir 2018 Income and Expenses for 2018 Geïntegreerde Jaarverslag Data Integrated Annual Report Data

Langtermynbeleggings as % van
fondse beskikbaar/Long-term
investments as % of available funds

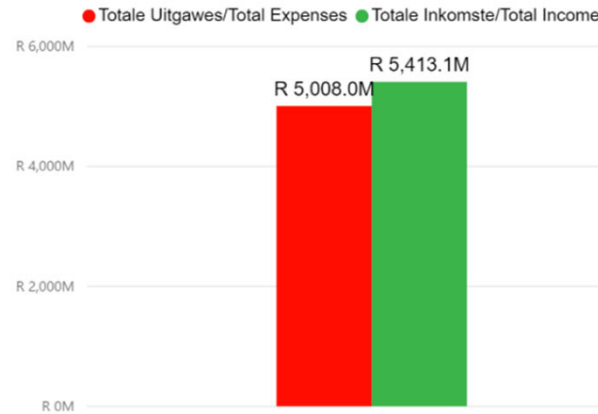
71.8%

Ongeoormerkte reserwes as % van
totale inkomste/Unearmarked reserves
as % of total income

6.0%
Goal: 10%

Likiditeit
(Bedryfsbates/Bedryfslaste)/Liquidity
(Current Assets/Current Liabilities)

0.96
Goal: 1.0



1ste en 2de geldstrome as % van
totale inkomste/1st and 2nd funding
stream as % of total income

63.2%

Personeelkoste as % van totale
uitgawes/Staff costs as % of total
expenses

49.5%
Goal: 50%

Totale Inkomste uitg. Beleggings:
Reële % groei/Total Income excl.
Investment: Real growth %

0.6%

Totale Inkomste: Reële % groei/Total
Income: Real growth %

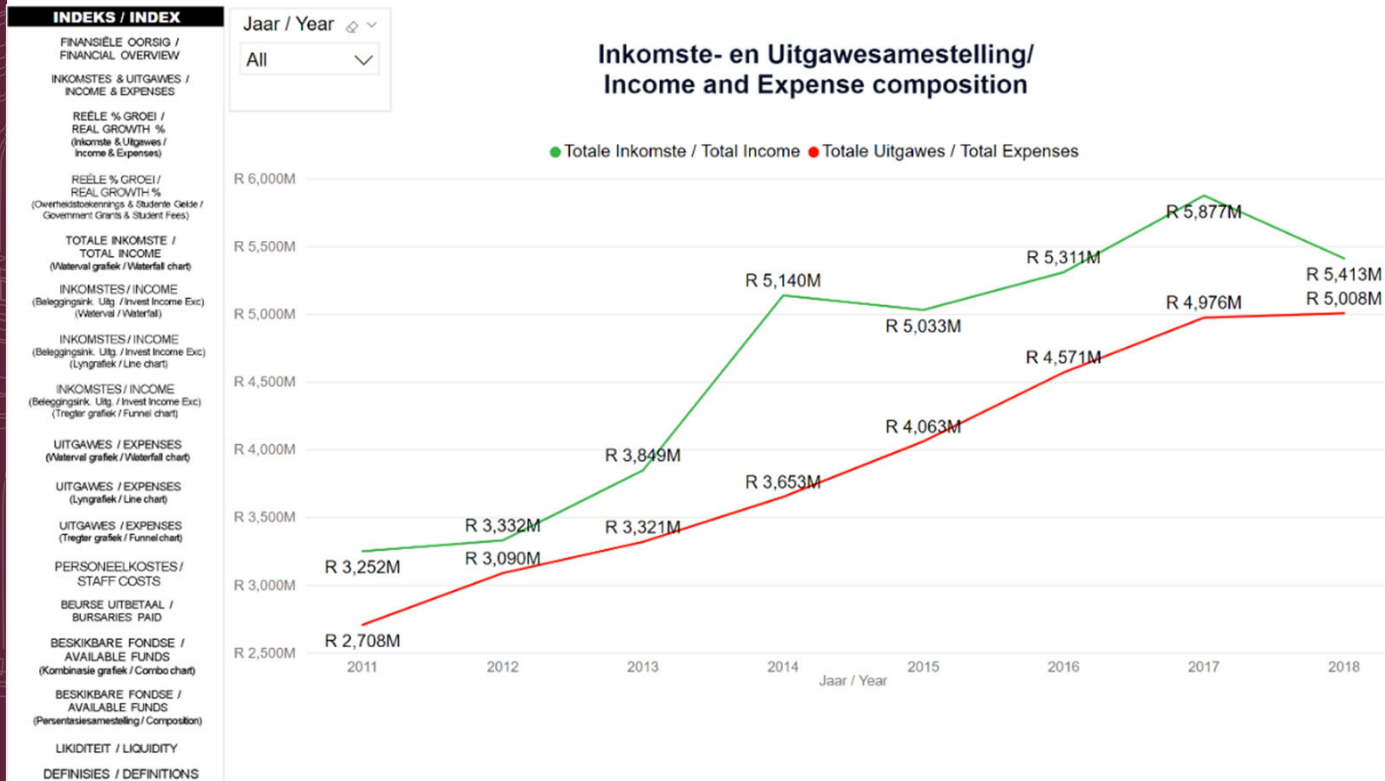
-12.0%
Goal: 1%

Totale Uitgawes: Reële % groei/Total
Expenses: Real growth %

-3.8%
Goal: 0%

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Institutional financial sustainability



A THRIVING STELLENBOSCH UNIVERSITY (continued)

Crafting a focused SU Internationalisation Strategy

- The Strategy aims to facilitate an institutional commitment to integrate an international and intercultural dimension into all aspects of the SU, guided by SU's values



A THRIVING STELLENBOSCH UNIVERSITY (continued)

Revised regulations for the SU Strategic Fund

- The RC S&I reviewed and amended the regulations governing the SU's Strategic Fund, which was approved by the Rectorate
- First round applications considered
- It provides for **three categories** of applications:



In total **27** projects were approved for consideration in Round 2.
The Committee will meet on 31 October to make the final allocations.

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Roll-out of new vision and strategic framework

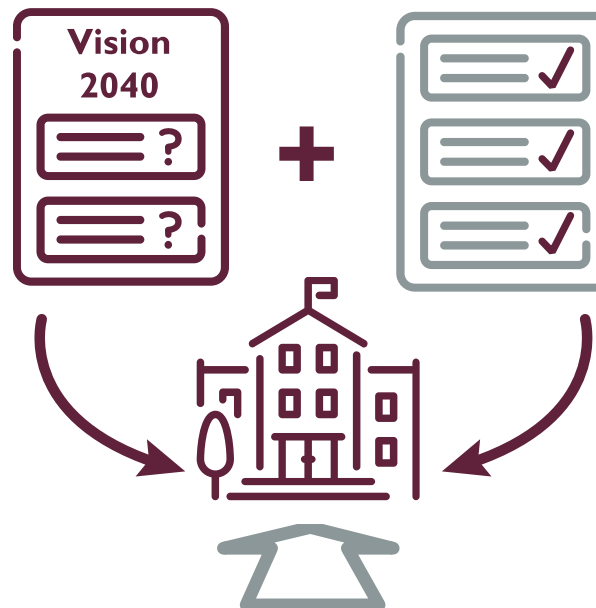
- After approval of Vision 2040 and the Strategic Framework 2019-2024, a **comprehensive communication plan** was developed and implemented to allow for strategy-uptake
- **Encompassed core messages** in all SU media e.g. corporate newsletter, website, electronic toolkit and visually incorporating elements of the vision into public spaces and meeting rooms



A THRIVING STELLENBOSCH UNIVERSITY (continued)

Strategically aligning the SU brand

- Following the approval of Vision 2040 a brand perception audit was undertaken
- The results and recommendations

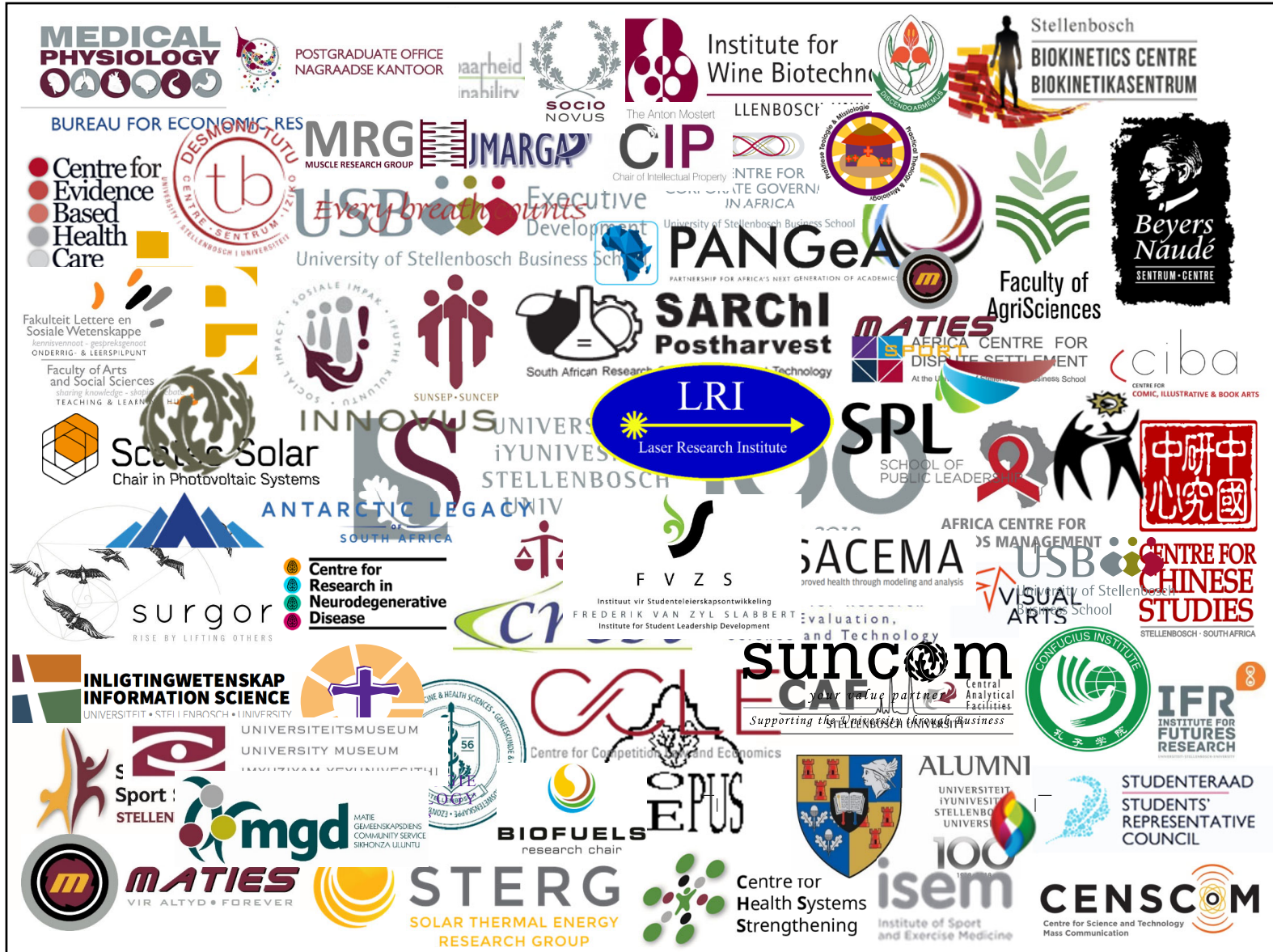




UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100

1918 · 2018



There is only one
Stellenbosch University



So there can only be one
Stellenbosch University
BRAND





UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

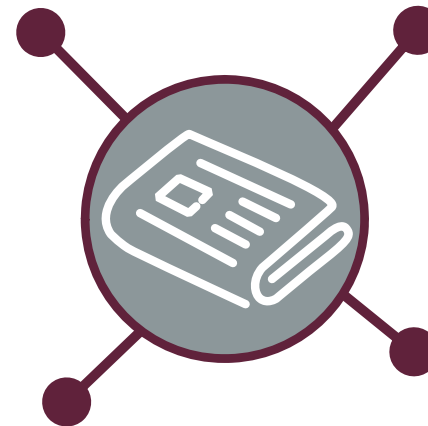
100
1918 · 2018

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Research and innovation in the media

In terms of the media monitoring agency PEAR's dataset, SU consistently generates some of the highest number of news reports compared to our closest competitors, University of Pretoria and the University of Cape Town:

In March **SU** scored the **highest number** of news reports with the **University of Pretoria (UP)** **second** and **University of Cape Town (UCT)** **third**. **SU** also generated the most research coverage for March, with more than **558** clips overall. **UCT** followed with **437** clips, and **UP** with **385**.



The dataset for May showed that SU generated the **second-most** research and innovation coverage.

In June, **SU** again advanced to the **first** position, with **UCT second** and **UP third**. (July figures are released during August.)

In July, SU managed the second highest number of clippings for Research and Innovation, and again claimed top-spot in **August** in this category.

A THRIVING STELLENBOSCH UNIVERSITY (continued)

SU and World University Rankings

SU is ranked  **3rd** in South Africa out of **nine** universities on Times Higher Education World University Rankings 2020.

This places SU in **top 1%** of universities globally.



In *Times Higher Education* Emerging Economies Ranking 2019,

SU came **24th** out of **442** universities.



In terms of the **BRICS** members SU is the country's **“top riser”** among the **six** leading universities in South Africa.



TIMES HIGHER EDUCATION WORLD UNIVERSITY RANKINGS 2020

INSTITUTION	RANK		
	2018	2019	2020
University of Cape Town	171	156	=136
University of the Witwatersrand	251-300	201-250	=194
Stellenbosch University	351-400	301-350	251-300
University of KwaZulu-Natal	401-500	401-500	401-500
University of the Western Cape	601-800	601-800	601-800
University of Johannesburg	601-800	601-800	601-800
University of Pretoria	601-800	601-800	601-800

A THRIVING STELLENBOSCH UNIVERSITY (continued)

Compliance with Access to Information and Privacy legislation

- Personal information is used throughout the entire institution



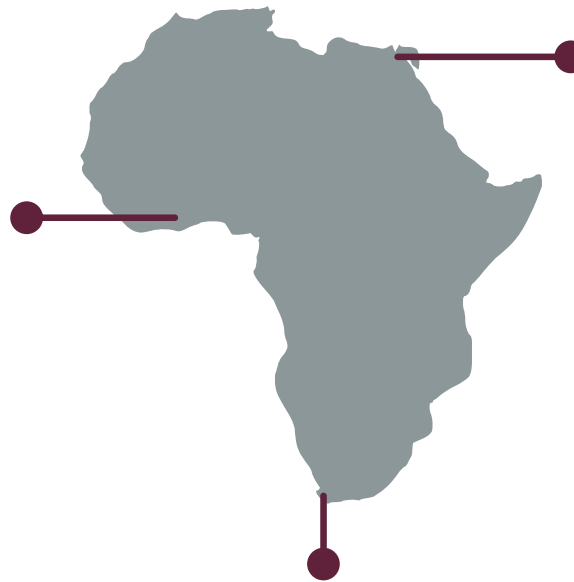
A TRANSFORMATIVE STUDENT EXPERIENCE (continued)

In- and outbound student mobility

- The following initiatives took place during the past year:

SRC visit to the University of Ghana:

17-22 October 2018,
5 SU SRC members
accompanied by
Dr Nico Elema and
Mr Anele Mdepa



Stellenbosch students visited American University in Cairo, Egypt:

The ResLife
Programmes hosted
9 SU students from
20-31 March 2019

Warwick in Africa teachers Training Conference:

In October 2018 the Global Education Centre hosted the conference in collaboration with the Mathematics Department and the Centre for Prospective Students.

23 teachers attended.

A TRANSFORMATIVE STUDENT EXPERIENCE (continued)

Growing SU's international students

	Non-degree		UG		PG		TOTAL	
SADC	45	3.4%	646	74.9%	1 193	61.2%	1 884	45.7%
Africa non-SADC	73	5.6%	46	5.3%	426	21.9%	545	13.2%
OUTSIDE AFRICA	1 190	91.0%	170	19.7%	330	16.9%	1 690	41.0%
TOTAL NON-SA CITIZENS	1 308		862		1 949		4 119	
INTERNATIONAL STUDENTS: TYPE OF ENROLMENT	31.8%		20.9%		47.3%			
% STUDENTS FROM AFRICA OUT OF ALL INTERNATIONAL	9.0%		80.3%		83.1%		59.0%	
% INTERNATIONAL STUDENTS OUT OF ALL STUDENTS	76.9%		4.3%		18.4%		12.8%	

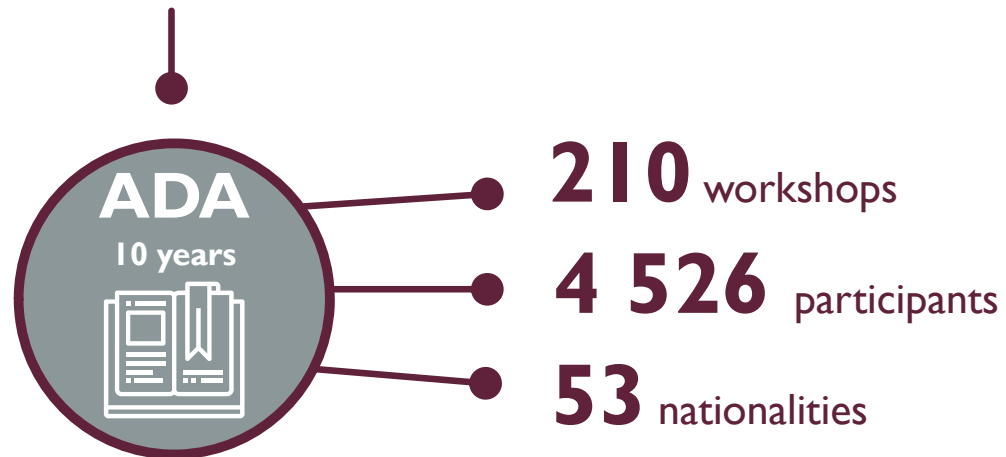
NATIONAL AVERAGE: 7%

PURPOSEFUL PARTNERSHIPS AND INCLUSIVE NETWORKS

Growing SU's international students



RESEARCH FOR IMPACT (continued)



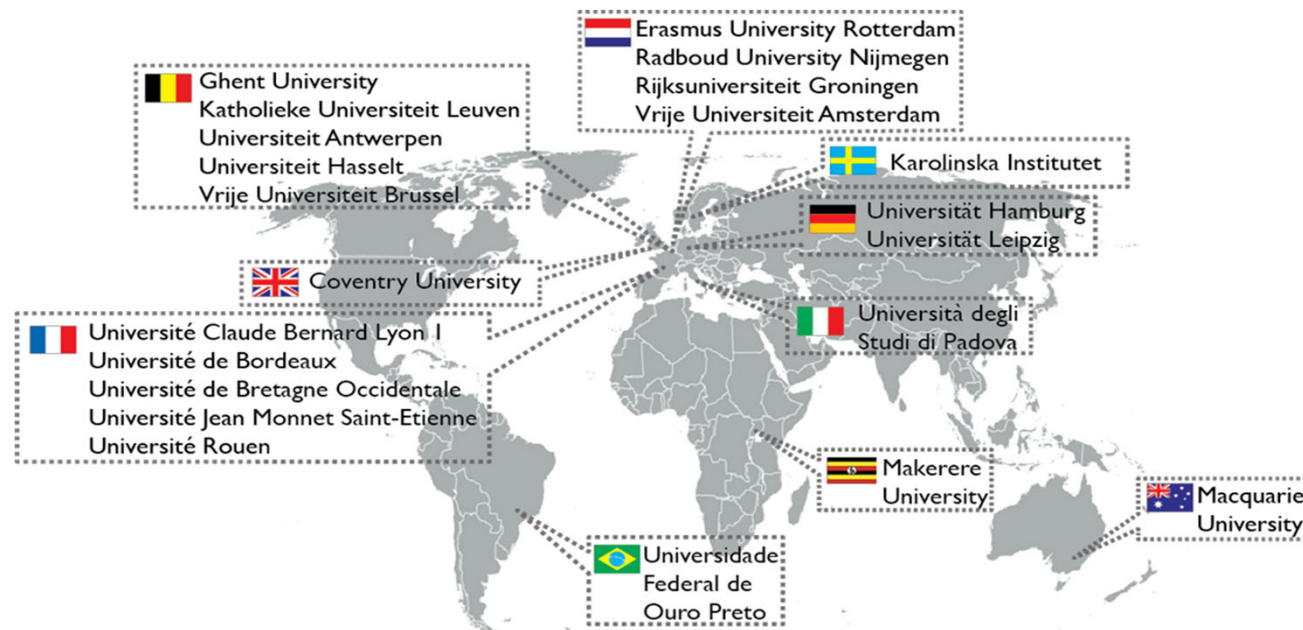
RESEARCH FOR IMPACT (continued)

Joint Doctoral Schools

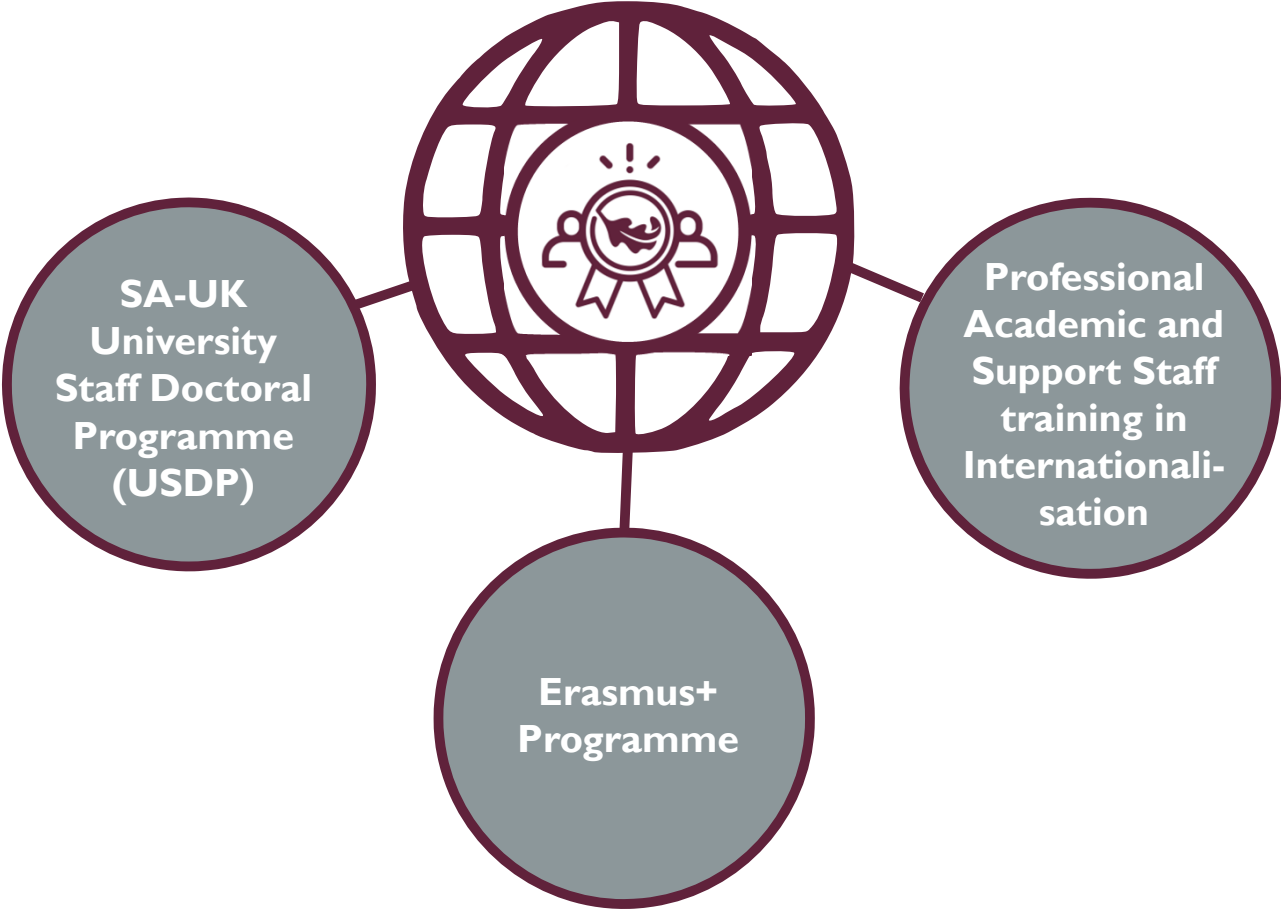
- The establishment of Joint Doctoral Schools is a significant milestone in the expansion of SU's purposeful partnership network
- It is a significant development in advancing doctoral training on the continent

Joint Doctoral Degrees:

Agreements with 23 universities internationally



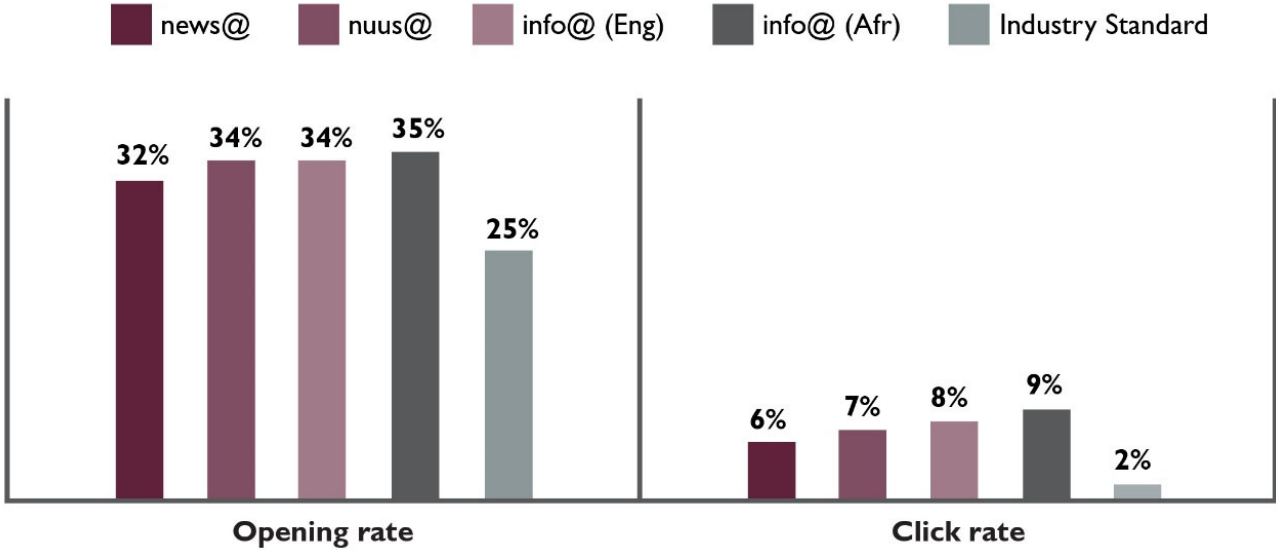
EMPLOYER OF CHOICE



CROSS-CUTTING SUPPORT THROUGH INTEGRATED COMMUNICATIONS

Internal and external communication

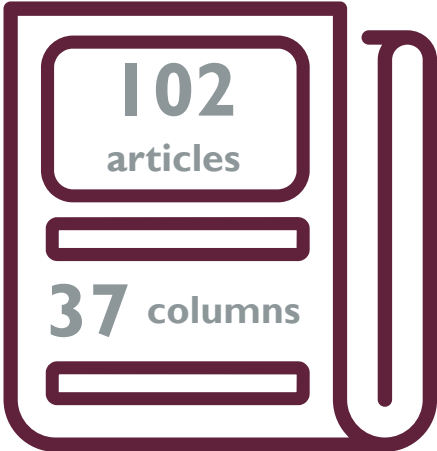
- #Sugrad campaign
- Internal communication newsletters:



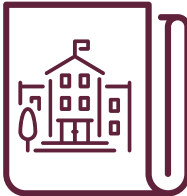
CROSS-CUTTING SUPPORT FOR THE STRATEGIC THEMES

Media coverage

- During the reporting period, SU yielded good media coverage
- Thought leaders and students produced more than



The Conversation

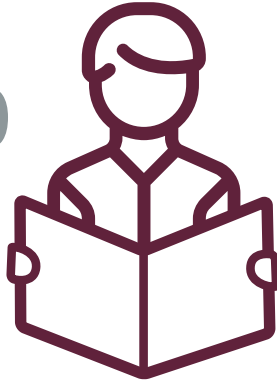


contributors

yielded
290 000
reads

45%
South
Africa

19%
USA



CONCLUSION

1. Continue Phases 2&3 of strategy implementation
(Process, Structure, Policies and Monitoring and Evaluation)
2. Implementation of SU Internationalisation Strategy
3. Strategic positioning, refreshing and aligning the SU Brand
4. Finalise the SBA's in a dashboard and enhance the business intelligence platform to inform all levels of decision-making



UNIVERSITEIT
iYUNIVESITHI
STELLENBOSCH
UNIVERSITY

100
1918 - 2018

Dankie Enkosi Thank you

**FORWARD TOGETHER
MASIYE PHAMBILI
SAAM VORENTOE**